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FOIA MARKER

This is not a textual record. This is used as an administrative marker by the George Bush Presidential Library Staff.

Record Group/Collection: George H.W. Bush Presidential Records
Collection/Office of Origin: Cabinet Affairs, White House Office of
Series: Porter, Richard, Files
Subseries:

OA/ID Number: 07137
Folder ID Number: 07137-005c

Folder Title:
Resume File [binder] [3]

Stack:	Row:	Section:	Shelf:	Position:
G	15	16	2	

Withdrawal/Redaction Sheet (George Bush Library)

Doc. No. / Type	Subject/Title	Date	Restriction	Classification
01. Resume	Re: David A. Jensen; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	
02. Resume	Re: James M. O'Hare; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	

Collection:	
Record Group:	Bush Presidential Records
Office:	Cabinet Affairs, White House Office of
Series:	Porter, Richard, Files
Subseries:	
WHORM Cat.:	
File Location:	Resume File [binder] [3]
Pinksheet Number:	RML16234
OA/ID Number:	07137-005c
Date Closed:	7/31/2025
FOIA/Sys Case #:	2025-0878-F
Re-review Case #:	
P-2/P-5 Review Case #:	

LISA RENEE HUIET

654B South 15th Street
Arlington, Virginia 22202
703/920-7392 (H)
202/456-2276 (W)

EXPERIENCE

The White House **Writer, Special Letter Response**
Research and draft correspondence and messages for
President Bush. June 1990 to present.

Congressional Majority Committee **Executive Assistant**
Assisted Political Action Committee Director in direct
mail fundraising, editing newsletters, answering mail,
scheduling, and office management. Fall 1988.

U.S. Senate Committee on Foreign Relations **Intern**
Worked with minority side senators and staff. Compiled
debate material for INF Treaty report, researched and
edited hearing testimony, answered constituent mail,
and researched for inquiries. Summer 1988.

EDUCATION

University of Massachusetts at Amherst
B.A. Political Science, May 1990.

George Washington University
Fall 1988.

ACTIVITIES

Tutor, **The Community Club**
Editor-in-Chief, **The Minuteman**
Member, **UMass Republican Club**
Member, **Students For Bush**
Senator, **UMass Student Government Association**
Delegate, **Massachusetts Federation of College
Republicans**
Attended 1988 Republican National Convention with
College Republicans

THE WHITE HOUSE

WASHINGTON

October 2, 1991

Dear Debbie:

Thank you for your interest in the position of Staff Assistant in the Domestic Policy Council. I appreciate the time you took to meet with me and some of the other staff.

Your background and experience are certainly impressive, however, we have decided to select someone else. We had a difficult time agreeing on which candidate to choose since you and several others would have made a fine addition to the staff.

Again, thank you for your interest and for your patience throughout this process. If you don't mind, I would like to keep your resume on file to be sure you are considered when other opportunities within the White House become available.

With best regards.

Sincerely,



Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Ms. Deborah Ann Ierubino
9722 Meyer Point Drive
Potomac, MD 20854

DEBORAH ANN IERUBINO
9722 MEYER POINT DRIVE
POTOMAC, MD 20854
(202) 395-3723 (w)
(301) 469-6532 (h)

**CAREER
OBJECTIVE**

To join an active organization that will utilize my interpersonal communications and public relations skills as well as enhance the organization and my own personal development.

EDUCATION

Attended **Catholic University of America**, received a B.A. in Political Science May 1989; 3.5 GPA:
Cum Laude

Honor Societies: **Phi Eta Sigma, Pi Gamma Mu, Phi Alpha Delta**

Member, **Varsity Tennis Team - #1 Singles & #1 Doubles** August 1985 - April 1989

Attended **Semester At Sea** through the University of Pittsburgh, Spring, 1988. Studied in the following countries: Spain, Yugoslavia, Russia, Turkey, Egypt, India, Malaysia, Philippines, Hong Kong, Taiwan, and Japan.

Member, **Ambassadors Club**

Attended **Mt. Lebanon High School**

EXPERIENCE

NATIONAL SECURITY COUNCIL - WHITE HOUSE December 1989 - Present

Position - **Staff Officer**

Manage a team of three professionals. Train new personnel. Liaise with government departments to ascertain status of Presidential communications. Provide quality control for all NSC correspondence. Track and process correspondence through an extensive computer database. Provide ad hoc administrative support to the National Security Advisor and the President.

ARLINGTON YMCA August 1989 - Present

Position - **Tennis Professional / Part Time**

Organize tennis programs. Develop instructional programs to accommodate various skills, levels and age groups. Teach private and semi-private lessons.

DOLE FOR PRESIDENT September - November 1987

Position - **Campus Coordinator**

Coordinated University activities and distributed Dole campaign literature. Conducted Presidential polls.

FUND FOR AN AMERICAN RENAISSANCE - UNDER CONGRESSMAN JACK KEMP

September 1986 - January 1987

Position - **Student Intern**

Input data into computer, formatted and proofed letters sent to constituents. Developed a special filing system. Conducted in-depth computer research projects.

OTHER

TS/SCI Clearance

REFERENCES

Provided Upon Request

September 16, 1991

Dear Richard Porter:

Thank you for taking time to meet with me on Friday to discuss the job opening in Cabinet Affairs. Your suggestion to speak with Dean was very helpful in learning more about the Staff Assistant position.

Our meeting has left me enthusiastic about working for you at the Domestic Policy Council.

Thanks again for meeting with me and I look forward to hearing from you soon.

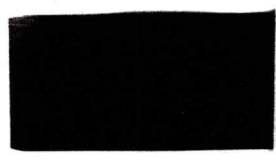
Sincerely,



Deborah Ann Ierubino

met w/ 9/13

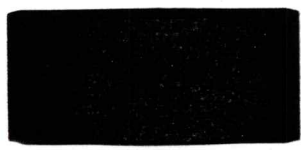
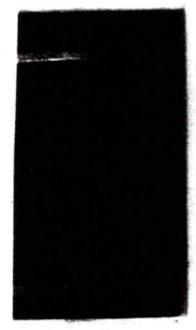
THE WHITE HOUSE
WASHINGTON
Aug. 16, 1991



TO: Gary Blumenthal / Richard
FROM: EDE HOLIDAY *EA*

- FYI
- Action
- Comment

Any interest?



THE WHITE HOUSE
WASHINGTON

August 16, 1991

Dear Deborah:

Thank you for your recent letter expressing interest in working here in our Office of Cabinet Affairs. I have asked Richard Porter of the Domestic Policy Council to contact you directly about our only staff opening at this time.

Thanks again for your interest.

Sincerely,



Ede Holiday
Assistant to the President
and Secretary of the Cabinet

Ms. Deborah Ann Ierubino
9722 Meyer Point Drive
Potomac, MD 20854

*Copy -
my interest*

9722 Meyer Point Drive
Potomac, MD 20854
July 18, 1991

Dear Ede Holiday:

I am writing to you to express my interest in obtaining a position in the Office of Cabinet Affairs. I would consider it a great honor to work for the administration in this capacity.

In my current position with the National Security Council I have acquired valuable experience as a Staff Officer. Creativity, effective communications and the ability to interact with management and staff in all functional areas are skills that have been essential to my success in handling high pressure situations. For these reasons, I feel that I would be an asset to your organization.

Thank you for the opportunity to present my credentials and would like very much for you to consider me if any professional job openings come available. Should you be interested in arranging an interview, I can be reached during the day at (202)395-3723. Evenings and weekends, I can be reached at (301)469-6532. I look forward to hearing from you and meeting with you in person.

Sincerely,



Deborah Ann Ierubino

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Resume	Re: David A. Jensen; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	

Collection:

Record Group: Bush Presidential Records
Office: Cabinet Affairs, White House Office of
Series: Porter, Richard, Files
Subseries:
WHORM Cat.:
File Location: Resume File [binder] [3]

Date Closed: 7/31/2025 **OA/ID Number:** 07137-005c

FOIA/SYS Case #: 2025-0878-F **Appeal Case #:**
Re-review Case #: **Appeal Disposition:**
P-2/P-5 Review Case #: **Disposition Date:**

AR Case #: **MR Case #:**
AR Disposition: **MR Disposition:**
AR Disposition Date: **MR Disposition Date:**

RESTRICTION CODES

Freedom of Information Act (FOIA) - [5 U.S.C. 552(b)]

- (b)(1) National security classified information
- (b)(2) Release would disclose internal personnel rules and practices of an agency
- (b)(3) Release would violate a Federal statute
- (b)(4) Release would disclose trade secrets or confidential or financial information
- (b)(6) Release would constitute a clearly unwarranted invasion of personal privacy
- (b)(7) Release would disclose information compiled for law enforcement purposes
- (b)(8) Release would disclose information concerning the regulation of financial institutions
- (b)(9) Release would disclose geological or geophysical information concerning wells

Deed of Gift Restrictions

- C(1) Closed by Executive Order 13526, governing access to national security information
- C(2) Closed by statute or by the agency which originated the information
- C(3) Closed in accordance with restrictions contained in donor's deed of gift [formerly listed as only C]
- PRM. Removed as a personal record misfile

Presidential Records Act - [44 U.S.C. 2204(a)]

- P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

DAVID A. JENSEN

Office: (202) 224-0032
Home: (703) 684-1038

935 South 26th Street
Arlington, Virginia 22202

PROFESSIONAL

- Legislative Director, Office of U.S. Senator William L. Armstrong, March 1989 to present.

As senior legislative advisor, plan and implement full range of legislative strategies, and advise on political issues. Direct supervision of large professional staff's legislative analysis, preparation of bills and amendments. Extensive writing and editorial experience. Work closely with senior professional staff of Senators and Committees.

- Communications Director and Press Secretary, Office of U.S. Senator William L. Armstrong, October 1987 to March 1989.

Responsible for media plans and public relations campaigns. Worked directly with print and broadcast media in Colorado and nationally.

- Deputy Staff Director, U.S. Senate Republican Policy Committee, January 1985 to October 1987.

Administrative responsibility for a staff of twenty experienced policy analysts. Overall editorial control of legislative and policy materials developed by the Committee, which serves as in-house think tank for the Republican Senators. Helped plan and coordinate Republican strategy with senior Senate leadership staff.

- Executive Director, Office of U.S. Senator William L. Armstrong (R-Colo.), October 1983 to December 1984.

General administrative, legislative and political duties for Senate office and direct supervision of a staff of fourteen. Developed and implemented direct mail and other correspondence systems.

- Legislative Assistant, Office of U.S. Senator William L. Armstrong, January 1981 to September 1983.

Served as legal and foreign policy advisor. Other duties included energy, natural resources and environmental issues. Performed all aspects of legislative research, drafting, analysis and strategy.

- Field Director, Western Colorado Office, U.S. Senator William L. Armstrong, January 1980 to December 1980.

Opened and managed field office with responsibility for grass roots operations in 20 counties. Acted as community and constituent liaison; handled press and public relations; advanced Senator's travel.

EDUCATIONAL

- Rhodes Scholarship
Oxford University; Magdalen College;
Oxford, England; 1976 to 1979.
BA/MA in law, June 1979.

Honors Scholarship
Denver University; Denver, Colorado;
1973 to 1976. BA in history and
politics *summa cum laude*, May 1976.

OTHER

- Languages: French, German and Spanish.
- Security Clearance: Top Secret.
- Member, American Council of Young Political Leaders delegation to Central American democracies, December 1988.
- Leader, Senate/House staff delegation to the Republic of China on Taiwan, August 1985.
- Member, Senate/House staff delegation to West and East Germany, November 1984.
- Member, Senate staff delegation to Central American democracies and observer of El Salvadoran presidential election, May 1984.
- President, Magdalen College graduate student association, Oxford, 1978.
- Phi Beta Kappa, 1975.
- Foreign exchange student in South Australia, 1971/1972.
- Born (b) (6) in Chicago, Illinois; raised in Western Colorado.

BOND DONATELLI

I N C O R P O R A T E D

September 7, 1990

Richard Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council
The White House
Washington, D.C. 20500

Dear Richard:

Enclosed is the resume of David Jensen, one of the most solid senior staffers in the Senate who - as his boss, Senator Bill Armstrong, prepares to leave the Senate - is pursuing new opportunities in and outside of government.

David is a friend and former colleague of mine from 1981-82 when I served on Armstrong's staff. Both personally and professionally he is an excellent person, a very clear thinker, and a good communicator. He is that rare person who has strong grasp of and comfort in handling policy, but has acquitted himself well dealing in very political environments.

A former Rhodes scholar, he is also something of a renaissance man and very funny...things that I know you know serve one well here.

I know he would appreciate greatly the chance to talk with you about life in the White House and the administration, and my hope is that you would not only enjoy meeting each other but that he will be kept in mind for any opportunities, current or future. FYI: I've purposely asked the same favor of Ede; I think you both would have valuable, but distinct, things to share.

Many, many thanks for any time you can make available when he follows up with your office.

Hope all is well.

Sincerely,



Ceci Cole McInturff
Executive Vice President

Enclosure

JONATHAN MITCHELL JOSEPH, ESQ.
4701 Willard Ave., #723
Chevy Chase, Maryland 20815
(301) 718-6213

**LEGAL
EXPERIENCE:**

AKIN, GUMP, STRAUSS, HAUER & FELD, Washington, D.C.
Associate (1990-Present)

Health Care Department. Draft comments to proposed HCFA regulations. Prepare legislative strategies for obtaining grant funding or changes in law related to Medicare reimbursement. Represent health care providers in reimbursement proceedings before state and federal courts and administrative tribunals. Draft analysis of pending legislation and regulations as they relate to clients. Advise health care providers regarding fraud and abuse laws.

DRINKER, BIDDLE & REATH, Philadelphia, PA
Associate (1987-1990)

Health Care Department. Advised public health care companies on disclosure for securities filings. Participated in acquisition agreements and financing documents. Analyzed and drafted comments to proposed HCFA regulations. Represented health care providers in litigation including reimbursement appeals and bankruptcy proceedings. Drafted briefs, pleadings and motions.

MICHAELS & WISHNER, P.C., Washington, D.C.
Summer Associate (1986)

Drafted management agreements for national and local health care provider companies. Researched various legal issues relating to the formation and operation of corporations, including antitrust issues.

U.S. ATTORNEY'S OFFICE, Major Frauds Division, Boston, MA
Summer Law Clerk (1985)

Assisted in bankruptcy fraud trial: "second-chaired" throughout trial. Drafted portions of trial brief and prepared jury and voire-dire questions.

EDUCATION:

BOSTON UNIVERSITY SCHOOL OF LAW, Boston, MA, J.D. May 1987
Rank: Top third of class

Honors: Case and Note Editor, American Journal of Law and Medicine. Representative of Boston University School of Law to ABA National Negotiation Competition (1985-86)

MIDDLEBURY COLLEGE, Middlebury, VT, B.A. cum laude, May 1984
Major: Political Science Concentration: French

Honors: Departmental Honors, Senior Thesis Honors, College Scholar, Dean's List

PUBLICATIONS:

"Hospital Joint Ventures: Charting a Safe Course Through a Sea of Antitrust Regulations" American Journal of Law and Medicine, Vol. XIV., No. 1.

"Medicare Coverage of Screening Mammography: Guidelines for Providers" HealthSpan, March, 1991

BAR

ADMISSIONS:

Pennsylvania and District of Columbia

OTHER:

Competitive tennis player, Volunteer for Bush-Quayle Campaign 1988

Jonathan M. Joseph, Esq.
4701 Willard Ave. #723
Chevy Chase, MD 20815

set it up?
sure
called 7-12-91
15th

July 10, 1991

Richard W. Porter, Esq.
Special Assistant to the President
for Economic and Domestic Policy
The White House
Washington, D.C. 20500

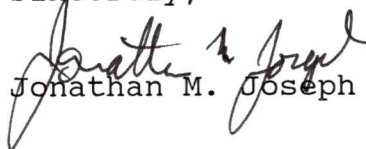
Dear Mr. Porter:

I am a 1984 graduate of Middlebury College, and I am writing to you to request an informational interview. I am currently an attorney with Akin, Gump, Strauss, Hauer & Feld in Washington, D.C. In 1988, I was a volunteer in the Philadelphia area for the Bush-Quayle Campaign.

As the enclosed resume indicates, much of my legal experience has been in the health care area. In particular, I have an extensive background in Medicare and Medicaid Program issues. I am interested in applying this experience to a legislative/policy position with the Administration. I believe health care issues, which are already a target for the Democrats, will become even more prominent as the 1992 campaign heats up. I am interested in assisting the Administration as it addresses these and other domestic issues.

I would like the opportunity to meet with you to discuss your experience and hear of any suggestions you may have regarding my interest in a position with the Administration. I will contact you shortly to arrange a meeting at your convenience.

Sincerely,


Jonathan M. Joseph

THE WHITE HOUSE
WASHINGTON

July 25, 1991

Dear Mr. Deputy-to-be (Kevin):

Congratulations on your new job! It couldn't happen to a nicer person.

Jonathan Joseph went to my alma mater and contacted me to ask for help with his job search. Are there any opportunities at HHS for someone like Jonathan?

Thanks!

Sincerely,



Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Mr. Kevin E. Moley
Assistant Secretary for
Management and Budget
Dept. of Health & Human Services
200 Independence Ave., SW
Washington, D.C. 20201

Jonathan M. Joseph, Esq.
4701 Willard Avenue #723
Chevy Chase, MD 20815

July 20, 1991

Richard W. Porter, Esq.
Special Assistant to the President
and Executive Secretary
Room 231 Old Executive Office Building
Washington, D.C. 20500

Dear Richard:

Thank you for taking the time to meet with me on Thursday. I enjoyed speaking with you about my interest in a position with the Administration. Your advice was extremely helpful.

As I mentioned to you when we met, my interest in public policy and Republican politics extends back to my college years when I worked as an Eisenhower intern at the RNC and as an intern in the Director's office at USIA. At your suggestion, I have added a section to my resume, a copy of which is enclosed, detailing my political experience.

I appreciate your offering to speak with Kevin Moley on my behalf. I think working with him would be extremely interesting. Thank you again for your assistance. I will keep you abreast of my progress.

Sincerely yours,


Jonathan M. Joseph

Enclosure

MARY CLAIRE KENDALL
4615 Saul Road
Kensington, Maryland 20895
(301) 493-8735
(202) 245-6600

SPECIAL ASSISTANT TO THE ASSISTANT SECRETARY FOR HEALTH (ASH)

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES, Office of the Assistant Secretary for Health, March 1989 - present. Alert ASH to issues of political importance. Provide communications, writing, and policy expertise on speeches and letters for ASH signature; policy proposals; agency issue reviews; and agency Congressional testimony. Research economic, social and political impact of critical issues. Represent Department on Economic Policy Council Rural Development Working Group. Coordinate information gathering, clear requests, summarize lengthy documents, and keep ASH abreast of the news. Serve on departmental Thousand Points of Light Committee.

RESEARCH ANALYST/WRITER

BUSH/QUAYLE '88, Research Division, August - November 1988. Drafted talking points and memoranda for surrogate speakers. Researched opposition's policies and positions on domestic and social issues. Developed youth education policy proposal. Wrote memoranda for campaign chairman, deputy press secretary, and for key advisors responsible for debate preparation. Researched and analyzed campaign media coverage for director of polling. (Also worked on George Bush for President staff as volunteer, October 1987.)

CONFIDENTIAL ASSISTANT TO THE DIRECTOR/CHIEF SPEECHWRITER

U.S. DEPARTMENT OF EDUCATION, Office of Bilingual Education and Minority Languages Affairs, October 1987 - August 1988. Wrote speeches given to numerous constituent groups outside Washington. Exhibited ability to present policy in a positive manner. Wrote article on educating Hispanic Americans published in The World & I.

EXECUTIVE ASSISTANT TO THE EXECUTIVE DIRECTOR

THE LYNDE AND HARRY BRADLEY FOUNDATION, INC., Milwaukee, WI, September 1986 - August 1987. Handled broad range of executive communications, both oral and written, to grantees and prospective grantees. Wrote and edited speeches and talking points.

ENTRY LEVEL EXPERIENCE: Staff Assistant, Russo, Watts & Rollins, Inc., October 1985 - May 1986. Executive Assistant, Jeremiah Denton for Senate Committee, May/June 1985. Staff Assistant, Office of Senator Mark O. Hatfield, February - May 1985. Special Events Coordinator, The Jefferson Educational Foundation, June 1984 - January 1985. Intern, Office of Simon C. Coombs, M.P., London, England, April/May 1984. Staff Assistant, Republican National Committee, September 1983 - March 1984. Staff Assistant, Washington Consulting Group, Inc., September 1982 - July 1983. Administrative Assistant, Daly Associates, Inc., November 1981 - August 1982.

EDUCATION: Wellesley College, B.A., History/Political Science, May 1981

August 2, 1990

Richard —

I enjoyed talking with you yesterday.

Domestic Policy management is certainly in good hands under Ede's leadership. And I'm certainly glad to hear you were appointed to fill one of the key roles in Cabinet Affairs.

I'll suggest to Kevin that he might want to touch base again with Ede some time in August. I appreciate the suggestion.

I wish you all the best in your new position.

Mary Claire
245 - 6600

ELIZABETH YOUMANS KEPLEY

4612 SOUTH 31ST ROAD
ARLINGTON, VIRGINIA 22206
WORK: (202) 393-2100
HOME: (703) 820-5664

CAREER
HISTORY
Present

FAMILY RESEARCH COUNCIL, Washington, D.C.
Director of Government Relations

- * Primary focus on domestic policy and legislation; developed legislative strategies.
- * Tracked legislation; legislative issues: child care, the Americans with Disabilities Act, family planning, abortion, judicial nominations, education and family taxation.
- * Developed and maintained working relationships with Congressional members and staff personnel, U.S. Senate, The White House, Administration officials, and coalitions.
- * Presented policy and legislative initiatives through the media and speaking engagements. Media exposure includes print, radio and television.
- * Education of grassroots constituency.
- * Testified before the U.S. Senate Finance Committee regarding child care.
- * Member of the senior management staff.

1986
to
1988

CONCERNED WOMEN FOR AMERICA, Washington, D.C.
Director of Legislative Affairs

- * Focus on both domestic and foreign policy/legislation; developed legislative strategies.
- * Tracked legislation; legislative issues: child care, parental leave, abortion, judicial nominations, the Strategic Defense Initiative.
- * Wrote and presented televised testimony on behalf of Supreme Court Associate Justice Anthony Kennedy.
- * Management of the President's testimony before Congressional Committee hearings.
- * Developed and maintained working relationships with Congressional Members, staff personnel, Administration officials and coalitions.
- * Member of the senior management team which set policy and oversaw entire staff. Direct management of Legislative Affairs staff plus team of volunteers.
- * Organization spokesperson through television, national radio and print media.

ELIZABETH YOUMANS KEPLEY
PAGE TWO

1984
to
1986

CONCERNED WOMEN FOR AMERICA, Washington, D.C.
Administrative Assistant to the President

- * Public Relations responsibilities:
Extensive travel throughout the United States. Aide at the Geneva Summit for President Reagan's SDI support group. Promotion of policies through the press and radio interviews. Production of daily radio show. Script-writer for UPI radio spot. Contributor to monthly newsletter.
- * Administration of projects.
- * Responsible for research and legislative action.
- * Organized and coordinated annual convention for approximately 1500 attendees.

EDUCATION

Mary Washington College, Fredericksburg, Virginia.
B.A., 1982; Double Majors: History, Art History.

Honors and Leadership:

Pi Gamma Mu (international honor society in social science)

Phi Alpha Theta (international honor society for conspicuous attainments and scholarship in the field of history)

Elected to "Who's Who Among American Colleges and Universities," 1981-82

College Republicans

Judicial Chairman and Executive Committee Member,
Student Association, Mary Washington College
Foreign Exchange Student to Germany

Selected Outstanding Young Women in America, 1985

ORGANIZATIONS

Member, Republican Party of Virginia; Member,
Virginia Federation of Republican Women; MWC
Alumni Association.

REFERENCES

Available upon request.

CAMPAIGN ACTIVITIES
ELIZABETH YOUMANS KEPLEY

- 1988 BUSH-QUAYLE '88
National Voter Outreach Program
Workforce 2000 Coalition
Director: Constance Newman, Lindsey Johnson
Member, Advisory Panel
Member, Working Group
- National Co-Chairperson, Family Issues Coalition
Director: Doug Wead
- Surrogate Speaker for Bush-Quayle '88
Volunteered and requested by the campaign to be available
for travel to key target states of New Jersey and
Maryland.
Volunteer for various projects from August until
November. Projects included coordinating radio
actualities for New York City, advising and
preparing surrogate speaker for Bush-Dukakis debate.
- August REPUBLICAN NATIONAL CONVENTION
1988 New Orleans, Louisiana
Republican Women Information Service
Bush Campaign Liaison to the National Federation of
Republican Women, Judy Hughes, President
Compiled and edited information for issues book.
Coordinated media for Workforce 2000 events. Coordinated
interviews for surrogate speakers.
- June VIRGINIA REPUBLICAN SENATE CONVENTION
1988 Roanoke, Virginia
State delegate, George Bush for President
State delegate, Wahlquist for Senate
Campaigned on behalf of Flo Traywick, Republican National
Committeewoman
- May WAHLQUIST FOR SENATE CAMPAIGN
1988 Virginia
Advisor in a voluntary capacity to the candidate
regarding domestic issues.
- May REPUBLICAN PLATFORM COMMITTEE
1988 Kansas City, Missouri
Testified on behalf of Concerned Women for America before
committee.

CAMPAIGN ACTIVITIES, PAGE TWO
ELIZABETH YOUMANS KEPLEY

November 1984 THE PRESIDENTIAL INAUGURAL COMMITTEE
Washington, D.C.
to Volunteer, Special Groups
January 1985 Coordinated and aided organizations of voter groups for
inaugural events. Volunteered at various functions.

August 1984 REAGAN-BUSH '84 CAMPAIGN
Washington, D.C
to Assisted in development of voter programs aimed at a
November 1984 cross-section of voter groups, including major university
campuses and women's groups.

1980 COLLEGE REPUBLICANS
Mary Washington College, Fredericksburg, Virginia
Volunteered for voter registration during presidential
campaign.

4612 South 31st Road
Arlington, Virginia 22206
February 6, 1991

Mr. Richard Porter
Special Assistant to the President and
Executive Secretary to the Domestic Policy Council
The White House
Washington, D.C. 20500

Dear Mr. Porter:

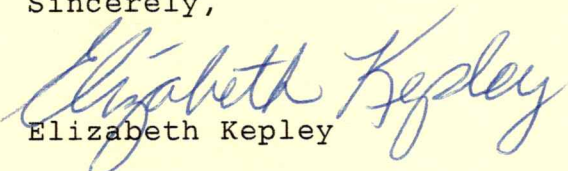
Thank you for the opportunity to meet with you and the members of your staff. The possibility of working for the President, the Council and the staff is both a challenging and rewarding thought.

Per your request are enclosed two writing samples. The memorandum is an example of one aspect of my responsibilities: to analyze agency and legislative policies, make recommendations, and suggest strategies to achieve our organization's goals.

The shorter writing sample was written for the FRC newsletter "Washington Watch." The requirement was to provide the necessary information within a concise eighty word limit.

If you have any questions or need further writing samples, please do not hesitate to call me. Thank you once again.

Sincerely,


Elizabeth Kepley

/eyk

Enclosure

THE WHITE HOUSE

WASHINGTON

February 19, 1991

Dear Elizabeth:

Thank you for your interest in the position of Associate Director and Deputy Executive Secretary to the Domestic Policy Council. I appreciate the time you took to meet with me.

Your background and experience are impressive, but we have decided to select someone else for the position. The decision was not an easy one to make -- just about everyone we met would have made a fine addition to this office.

Again, thank you for interest and for taking time to come meet with me. If you don't mind, we will keep your resume on file in the event that other opportunities within the White House become available.

With best regards.

Sincerely,



Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Ms. Elizabeth Kepley
4612 South 31st Road
Arlington, VA 22206

It was a pleasure meeting
you - I hope we can stay
in touch
RAW

RONALD N. LANGSTON

6017-495-1161

PROFESSIONAL EXPERIENCE

11/84 - Present Greater Des Moines Chamber of Commerce Federation - Vice President, Govern- mental Affairs

- Responsibilities include enhancing economic development and job creation throughout the Greater Des Moines Metropolitan Area, by administering an aggressive governmental affairs program of cooperation between the business community and various levels of government and adjacent area municipalities.
- Administrating and coordinating the governmental affairs strategies of eight Legislative Task Force committees: Agriculture; Education; Environment & Public Works; Health, Human & Community Services; Housing; Regulatory, Taxation & Judiciary; Small Business; and Transportation.
- Developing and administering program initiatives to measure, analyze and quantify the quality of governmental and business economic development strategies, and their impact on the Des Moines metro area.
- Contributing to the Federation's enhanced political profile locally and nationally.

4/82 - 11/84 U.S. Department of Health and Human Services; Administration for Children, Youth & Families (ACYF) - Executive Assistant to Commissioner (Presidential Appointment) Washington, D.C.

- Responsible for assisting the commissioner in formulating agency policy, administration and communication of services to ACYF recipients, 9 regional ACYF offices, inter-agency and intergovernmental staff coordination.
- Prepared agency Congressional testimony, speech and presentation materials for national and international conferences.
- Supervised and prepared agency briefing papers and coordinated legislative positions in health, human services, education, housing, transportation, agriculture, which had a direct impact on children, youth and families.

10/81 - 4/82 U.S. Department of Health and Human Services; Office of the Assistant Secretary for Legislation - Special Assistant (Presidential Appointment).

- Served as liaison for Congressional Affairs to U.S. Congress and Office of Management and Budget (The White House) in areas of Social Security, children, youth and families, welfare reform, and the elderly.
- Prepared department testimony and position papers for Congressional hearings and oversight committees, prepared and communicated formal department positions to key Congressional members and staff, and the White House.

2/79 - 10/81 U.S. Senate, Office of Senator Roger Jepsen - Director of Domestic Affairs and Legisla- tive Assistant

- Developed and communicated domestic policy issues with leaders in labor, small business, health, education, welfare, transportation, communications, civil rights.
- Principal senate staff liaison for diverse national and Iowa-based organizations, including: Chambers of Commerce, local cities, Northwestern Bell Telephone, U.S. West, Iowa Medical Society, the insurance industry, Blue Cross/Blue Shield of Iowa, National Home Builders Assn., N.A.A.C.P., small business interests and local/state economic development and finance corporations.
- Led research and development efforts which resulted in the passage of federal legislation which provided tax credits for families who adopt a "special needs child."

A D D E N D U M**EDUCATION**
(Update)

Baruch College, City University of New York, Master in Public Administration (Administrative Management), 1990, with Honors. Recipient of the "Best Capstone" award for Masters Thesis on The Strategy of Substantial Equivalence: The Politics of Statehood in the District of Columbia.

Harvard University, John F. Kennedy School of Government, Masters In Public Administration (Public Policy), June, 1991.

5/74 - 2/79 Iowa State Legislative Service Bureau - Research Analyst

- Served as the primary research analyst and legislative draftsman of major legislation, including the Iowa Landlord-Tenant Act, revision of the Iowa Civil Rights Act, establishment of the Iowa Housing Authority, and State Honor Day for Dr. Martin Luther King.
- Prepared legislation for approval and funding by the Iowa General Assembly in the areas of agriculture, housing and urban affairs, small business, education, law enforcement, human services, and the environment.
- Served as the primary staff representative of numerous House and Senate standing committees of the Iowa General Assembly, with the responsibility of coordinating and preparing committee briefing papers, final legislative reports and bill drafts.

EDUCATION

1974 - B.A., Political Science, University of Iowa.

Presently completing prerequisite courses toward a Master of Arts in Public Administration.

COMMUNITY, PROFESSIONAL AND INTERNATIONAL AFFILIATIONS

Delegate to the American Council of Young Political Leaders Conference - N.A.T.O. headquarters, Belgium, 1982.

Delegate, RIPON Trans-Atlantic Conferences - East Berlin, 1985; Paris, 1986

Member, Des Moines Jaycees

Board member, Polk County Child Resource Center

Member, National Governing Board for RIPON Society

Member, N.A.A.C.P.

Board member, National Conference of Christians and Jews

Board member, Iowa Science Center, Des Moines

Chairman, Science Center Advisory Board

Board member, American Society for Public Administration

Member, Des Moines Committee on Foreign Affairs

Member, National Black Child Development Institute

Member, National Commission on the Future of Drake University, Des Moines, Iowa.

Volunteer facilitator, The Roosevelt Center - Presidential Project (Iowa, Chicago, Illinois, Washington, D.C.)

Past member, Big Brothers-Big Sisters

Past board member, Iowa Children & Family Services

Past board member, Home Health Aid Meals, Inc.

AWARDS AND HONORS

Des Moines Jaycees 1988 Citizen of the Year.

Finalist, 1988 Iowa Jaycees Outstanding Young Iowan Award

Nominated Outstanding Young Man of the Year - 1980, 1981, 1982, 1986, and 1988.

Recognized as a "Good Guy" by the Iowa Women's Political Caucus for fostering the interests of women in business, 1987.

Identified as a Potential Future Leader by the American Council of Young Political Leaders, Washington, D.C. - 1982.

Who's Who in Black America - 1981.

Residence:

536-29th St.

Des Moines, Iowa 50312

Office:

Greater Des Moines Chamber

of Commerce Federation

309 Court Ave., Suite 300

Des Moines, Iowa 50309

515/286-4963

THE WHITE HOUSE

WASHINGTON

April 2, 1991

Dear Ron:

Thank you for your interest in the position of Associate Director and Deputy Executive Secretary to the Domestic Policy Council. John and I both enjoyed talking with you over the phone.

Your background and experience are truly impressive and I get the impression you would have been an excellent fit for this office. Unfortunately, as you might have guessed, we just can't wait until June to bring someone on board and it would be administratively awkward to have you split time between Harvard and the White House.

Nevertheless, I hope you will keep in touch. I would like to work with you after you graduate to make sure we get you into the Administration. In the meantime, we will keep your resume on file. Call me later this Spring when you are ready to start looking.

With best regards.

Sincerely,



Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Mr. Ronald N. Langston
536 29th Street
Des Moines, Iowa 50312

David A. Lebryk
1801 Dewitt Ave
Alexandria, VA 22301
(703) 683-1941

Education

- 1986-1988 Harvard University, J.F. Kennedy School of Government. Master of Public Administration, 1988. Coursework in Economics, Public Management, Finance, and Human Services, Labor, and Education. Board of Editors, Governance: Kennedy School of Government Journal of Public Policy. Class Officer, MPA Program. Kennedy School of Government Alumni Fellowship.
- 1985-1986 University of Colombo, Colombo, Sri Lanka. Master Program of Economic Development. Coursework in Agrarian Policy, Development Theory, and Statistics. Rotary Foundation Scholar.
- 1979-1983 Harvard College. A.B. Economics. Coursework in Micro and Macro-Economics, International Development, Government, and History. Fifth Reunion Class Marshall. William C. Boyden III Scholar.

Experience

- 1989- Review Officer, Office of the Secretary, Department of the Treasury. Review and comment on major issues referred to the Secretary of the Treasury. Present the Secretary's views and opinions to senior executives on matters of concern. Examine proposed regulatory documents. Prepare and maintain briefing books for Secretary's use. Special award for noteworthy contributions to the Department.
- 1988-1989 Presidential Management Intern, Office of the Secretary, Department of Health and Human Services, Planning and Evaluation. Evaluated Department policy. Analyzed and reviewed regulations. Prepared briefing materials for senior officials. Special award for work on transition briefing book.
- 1987-1989 Teaching Fellow, Harvard University. "Law and Psychology". Conducted weekly lectures and led discussion groups; Evaluated student work.
- 1987
(summer) Assistant Dean, Harvard Summer School. Aided in selecting, training, and supervising fifty college age resident advisers. Conducted written and oral evaluations of each adviser's performance. Planned and supervised campus-wide activities. Handled disciplinary matters.
- 1983-1985 Admissions Officer, Harvard/Radcliffe Colleges. Read and evaluated student applications; Interviewed applicants; Performed financial needs analysis for incoming students; Coordinated alumni efforts in ten regions.

JAY PHILIP LEFKOWITZ
173 West 78th Street, Apt. 4E
New York, New York 10024
(212) 373-3071
(212) 874-1085

EMPLOYMENT

October, 1987
to Present

PAUL, WEISS, RIFKIND, WHARTON & GARRISON
Litigation Associate. Practice include securities
and antitrust cases; cable television franchise
renewals; FCC submissions. Argued motions;
drafted trial and appellate briefs; taken and
defended depositions.

Represents several New York City residents in pro-
bono litigation challenging the constitutionality,
based on equal protection grounds, of a racial and
ethnic quota in the New York City Charter.

1983-1987

RESEARCH AND TEACHING ASSISTANT to Professor
Arthur Hertzberg, Columbia University and Hebrew
University. Assisted in preparation of The Jews
in America - Four Centuries of an Uneasy
Encounter, Simon & Schuster (1989).

Fall, 1983

SUPREME COURT OF THE UNITED STATES
Intern to the Administrative Assistant to the
Chief Justice. Drafted articles and speeches on
topics including constitutional law, prison reform
and judicial administration.

GOVERNMENT

UNITED NATIONS HUMAN RIGHTS COMMISSION
Public Delegate of the United States
to the 1990 session of the United Nations
Human Rights Commission -- Geneva,
Switzerland. Delivered U.S. Statement on Human
Rights in the Occupied Territories; drafted and
negotiated resolutions.

ADMINISTRATIVE CONFERENCE OF THE UNITED STATES
Appointed Special Counsel in November, 1990.
Special Committee on Government Ethics Regulation.

POLITICS

GEORGE BUSH PRESIDENTIAL CAMPAIGN - 1988
Deputy Director, Victory '88 - New York Jewish Campaign. Introduced Jonathan Bush to Jewish communities throughout New York State; debated elected Democrats; developed advertisements; drafted press releases.

EDUCATION

1984 - 1987

COLUMBIA LAW SCHOOL, New York City
J.D. received May, 1987
Harlan Fiske Stone Scholar
Civil Procedure Teaching Fellow

1980-1984

COLUMBIA COLLEGE, New York City
A.B. received May, 1984 in History
Awarded Charles A. Beard prize, for the best paper in political science (1983-1984)
"Affirmative Action at the Supreme Court"

COMMUNAL AFFAIRS

Special Assistant to Morris B. Abram, Chairman of the Conference of Presidents of Major American Jewish Organizations (1987-1988).

New York State Bar Association,
Labor & Employment Law Section:
Director of Law School Essay Contest.

Women and AIDS Resource Network
Serves as pro-bono General Counsel to an organization that counsels women and children who have AIDS.

PERSONAL

Tour Guide and Tennis Instructor in Israel.
Fluent in Hebrew.

REFERENCES

Ambassador Morris B. Abram - United States Permanent Representative to the United Nations Agencies in Geneva (41-22-799-0300)

Marshall Breger - Chairman, Administrative Conference, (202) 254-7020

Jonathan Bush - (212) 980-9300

Bruce Gelb - Director, United States Information Agency, (202) 485-8032

Michael J. Horowitz, Esq. - (202) 775-5980

COMMENTARY

Law Review Errs with Affirmative-Action Plan

Editor's Note: The following is an open letter to Columbia University President Michael Sovern and Law School Dean Barbara Black protesting the affirmative-action program adopted in April by the Columbia Law Review. The author, Jay P. Lefkowitz, is a second-year associate at Paul, Weiss, Ruffalo, Wharton & Garrison and a 1987 graduate of Columbia Law.

I'm not sure whether to laugh or cry about the new standards for selection to the *Law Review* at our alma mater, Columbia Law School. When I was in law school it was understood that only the most academically talented students were invited to join the *Review*. I am sure the same was true in the 1950s when you were students at Columbia — and, in fact, were both members of the *Review*.

Now, there are two separate tracks for selection. Those students with the best grades and superior writing ability compete for roughly 90 percent of the places; and those students who are either black, Hispanic, homosexual, handicapped or female compete for the remainder.

The problem with this plan is twofold: First, the aggregate quality, and ultimately the prestige, of the *Review* will decline because some of the members necessarily will lack the requisite academic credentials. Second, and far worse, the reputation and self-image of all the members of the *Law Review* will be injured.

Consider for a moment what the consequences of such a program would have

been for the students in the Columbia Law School's class of 1955. How would you, President Sovern, have proved to your classmates and prospective employers that you deserved to be a member of the *Law Review*, and that you were not selected merely to represent one of the special categories? And Dean Black, would your career have flourished if you constantly had to rebut the presumption that you were chosen simply because you are female?

The real problem, of course, is that when you promote individuals based on factors such as race, or sexual preference, you perpetuate the myth that people who belong to these groups really are inadequate. Instead of giving the recipients a reason to feel proud of their achievements, affirmative-action programs cast a giant question mark over their heads. The not-so-hidden message they hear is that their own merits are insufficient. The larger community suspects that they really do not deserve their positions. Thus, the myth of inequality is fostered under the guise of civil rights activism.

As a student at Columbia Law School, I had the opportunity to interview with many prestigious law firms. Never once was I asked to produce a transcript reflecting my grades. I was distressed to discover that among my black classmates, quite the opposite was true. Even though Columbia does not implement a rigid quota system, the institutionalization of affirmative action has engendered doubts that have led to black students, regardless of

background, having to prove their bona fides by showing their transcripts to many interviewers.

At least when I was at Columbia, a black student could, once and for all, throw that yoke off his shoulders by gaining acceptance to the *Law Review*. No one then could challenge his or her credentials. Under the new plan, if a member of the *Law Review* is black, Hispanic, handicapped, homosexual or even female, the assumption will be that he or she did not measure up academically.

Our nation has come a long way from the days of *Plessy v. Ferguson*, when "separate, but equal" facilities for blacks and whites were legal. We have struck down all of the formal legal barriers to free and equal participation by minorities in every aspect of American life. And we should not rest until all of the informal barriers have been eliminated. But we cannot permit new obstacles to color blindness to be erected under the mistaken belief that they promote social justice.

Affirmative action was originally designed to "level the playing field" for blacks who had been victimized by bigotry and racism. Indeed, black Americans will always be identifiable and, hence, more likely than others to suffer discrimination. But, as Joseph A. Califano, who was President Carter's Secretary of Health, Education and Welfare, recently argued, affirmative action was never conceived as a permanent program. Rather, the presumption was that once blacks and

other minorities gained entry into educational and professional institutions a "level playing field," they would succeed in due course, without additional preferential treatment. The new policy at Columbia rebuts that presumption. Having recognized that taking a mediocre student and placing him in a prestigious institution does not automatically ensure that he will excel, the editors of the *Review* have decided to suppress further the work ethic of protected minorities by awarding the academic honors irrespective of merit.

Only a totalitarian system could hope to impose an equality of result, because individuals differ from one another without regard to ethnic differences. Discrimination based upon such individual differences is legitimate. It distinguishes Columbia from hundreds of inferior schools.

Quotas, whether of inclusion or exclusion, are ignominious and harmful. Yesterday's religious quotas kept blacks, Jews and others out of universities and desirable jobs. Today's "affirmative action" quotas deny equal opportunities to those who are not members of preferred groups. I ask you both, as professional educators, to stand up for the legal principle of color blindness, and to teach your students at Columbia that pursuing an equality of result cannot succeed, but that an effort necessarily destroys what is achievable and invaluable — equality of opportunity.

COMMENT & OPINION

The missing linkage

Jay P. Lefkowitz

Many in the West embraced Saddam Hussein's proposal of linkage between the Iraqi occupation of Kuwait and the Israeli occupation of the West Bank and Gaza. This effort at linkage strains every legal canon of causality. Saddam invaded the sovereign country of Kuwait without the slightest provocation, whereas Israel was forced to move into the West Bank in order to defend itself against Jordanian aggression. Even more important, Saddam did not invade Kuwait in order to enhance Palestinian objectives, and his withdrawal from Kuwait does not prejudice their chances of success. Linkage of these two problems would only have complicated the possibility of solving either one.

Despite Saddam's blatant efforts to divert public reaction from his own misdeeds, his flawed attempt at a Kuwait/Israel linkage suggests a useful approach to two problems that are closely related: the hostile relations between Israel and its Arab neighbors, and Israel's relations with the Palestinians. In the effort to resolve both of these problems linkage is essential.

The Arab states' military resistance to the U.N.'s establishment of a Jewish state in 1948, and their continued enmity since, has instilled a siege mentality in Israelis. The euphoria in Jordan, a so-called "moderate" Arab country, when residential neighborhoods in Israel were hit by Scud missiles, gives justification to Israeli fears. By the same token, Israel's military strength, developed for its own defense and tested in successive battles against its aggressive neighbors, has made the Arab countries fearful of Israel. Israel has continually called for negotiations with the Arab states in order to assuage the two sides' mutual fear and enmity, but with the sole exception of Egypt they have refused.

Relations between Israel and the Palestinians are also marked by mutual fear and distrust. This fear has been aggravated by the same battles and especially by the violence associated with the Intifada. Over the last few years, some Palestinian leaders have sought negotiations with Israel, but Israel has refused to negotiate with those Palestinian leaders who have the greatest following among their own people. Israel's distrust of the Palestinians has now been reinforced by the solidarity they have shown with Saddam Hussein.

Neither problem can be resolved alone. The Palestinians would like to eliminate Israel, but they may be willing to co-exist with the Jewish state if given control of the territories. Israel, however, cannot be expected to agree to such control so long as the Arab countries maintain a state of war against it.

The Intifada, with its rock-throwing rioters and occasion-

ally more severe terrorism, is a serious political problem for Israel, but it does not jeopardize the country's existence. Attacks by hostile Arab countries, however, do pose such a threat. A Palestinian-controlled entity on the West Bank as a staging area for attacks on Israel would magnify that threat. Thus, Israel can be persuaded to negotiate with the Palestinians only if those negotiations are linked to negotiations with the Arab states. By the same token, resolution of the Palestinian-Israeli conflict is a *sine qua non* for peace between Israel and the neighboring states.

Since August 2 of last year, the efforts of the United States and its coalition allies have been directed towards the most pressing concerns—the liberation of Kuwait and the elimination of Saddam Hussein's capacity for chemical and biological warfare. To President Bush's credit, this task was not linked to any strategy for resolving the Arab-Israeli conflict or the problems of the Palestinians. Having defeated Saddam, the United States and the international community should now pursue a Middle East policy that recognizes the necessary linkage between these two issues.

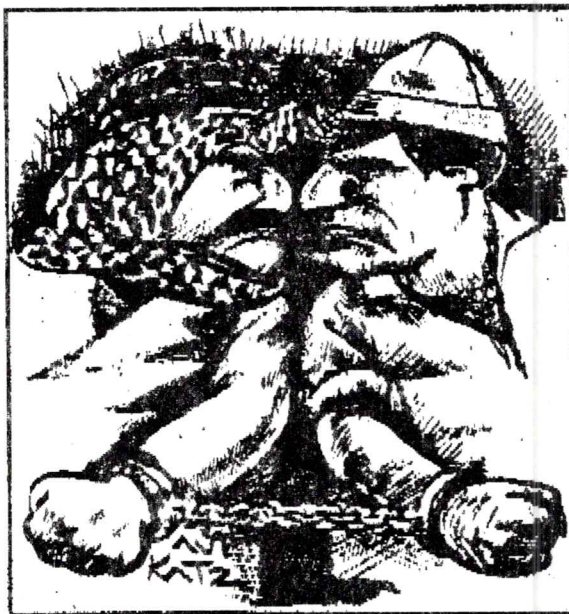
The first step would be a conference involving Israel, the Arab countries and the Palestinians. At the very least, Israel, Jordan, Syria and Saudi Arabia would have to participate. The United States should exercise its revitalized influence in the region to encourage their attendance. If the Palestinians are to take part in these negotiations, then elec-

tions must be held in the occupied territories to select the Palestinian representatives. They should take place soon, as awareness of the PLO's misguided leadership during the Gulf crisis may encourage the Palestinians to choose new leaders.

It should be a meeting of the principals only. There is certainly no need for Soviet participation, nor would international sponsorship be advisable. The current prestige of the United Nations Security Council notwithstanding, the United Nations is not an impartial forum. It is still committed to the proposition that Zionism is equivalent to racism.

The Arab-Israeli and Palestinian-Israeli conflicts are inexorably linked. While there can be no assurance that they will be resolved if linked, it should be obvious that if they are not linked they certainly cannot be resolved. An Arab-Israeli-Palestinian conference offers the greatest and perhaps the only promise for peace in the Middle East. □

The writer, a New York attorney, delivered the United States' Statement on Human Rights in the Occupied Territories at the United Nations Human Rights Commission in 1990.



FREDERICK J. LONG
1817-B Vernon Street, N.W.
Washington, D.C. 20009
(202) 667-6209

EXPERIENCE

- 1989-1990 **Advent International/ Southeast Asia Venture Investment** San Mateo, CA
Investment Manager
- Sourced, evaluated and structured venture capital investments for the Advent network (fund groups in 17 countries around the world). Particular focus was on helping early stage U.S. companies establish production and marketing operations in Southeast Asia.
 - Responsible for two investments (medical products and industrial components companies) totalling \$2 million; on the Board of Directors of the medical products company.
- Summer 1988 **Reuters Southeast Asia Limited** Hong Kong
Marketing Analyst
- As member of Trading Room Systems (TRS) marketing team, restructured the pricing scheme for resource-sharing of information on local area networks. Interviewed sales and marketing teams in Hong Kong, Japan, Singapore and Australia.
 - Analyzed the potential for Reuters' digital datafeed products, and presented the findings to Reuters' top management.
- 1984-1987 **The First Boston Corporation, Mergers and Acquisitions** Tokyo, Japan
Associate, First Boston (Asia) Limited (1986 - 1987)
- Performed overseas acquisition advisory work for Japanese clients. During Japan M&A group's first year of operation, developed and implemented strategic plan for Asia along with First Boston's top officers.
 - Managed relationships with 30 multinational Japanese corporations.
- Financial Analyst (1984 - 1986)* New York, NY
- Analyzed prospective business combinations and participated in negotiations involving the sale of corporate subsidiaries. Helped successfully execute a dozen transactions with a collective value of nearly \$10 billion.
 - Developed expertise in health care and communications industries.
 - Supervised training activities of junior analysts in M&A Department.
- 1981-1982 **Consumer Protection Bureau, State of Massachusetts** Boston, MA
Mediator
- Mediated disputes between consumers and businesses on behalf of the Attorney General, in effort to achieve out-of-court settlements.

EDUCATION

- 1987-1989 **Stanford University Graduate School of Business** Stanford, CA
MBA Degree, June 1989
Recipient of 1988-89 Foreign Language Area Studies Fellowship (Japanese)
- 1979-1984 **Brown University** Providence, RI
B.A., *magna cum laude*, in Economics
Honors thesis on the World Bank
Phi Beta Kappa Society and Wall St. Journal Award (outstanding student of Economics)

PERSONAL

People call me "Dirk", not "Fred." I have an active interest in the languages, politics and cultures of Asian countries, and enjoy racket sports, mountain biking and skiing. My community service includes development of the Key Council Leadership program for the Boys and Girls Clubs of the Peninsula.

BRUCE B. MCELVEIN
5905 33rd Street, N.W.
Washington, D.C. 20015
(H) 202-364-6522
(O) 202-208-4945

Professional Experience

August 1989
to Present **Office of the Assistant Secretary, Fish & Wildlife & Parks, U.S. Department of the Interior, Washington, D.C.**
Special Assistant
Responsibilities include management of matters of particular concern to the Assistant Secretary, including coordination of matters with bureau directors and their immediate staff; representation of the Assistant Secretary in meetings within the Department and with other Departments; and serving as primary contact on general legal issues for immediate staff.

January 1989
to August 1989 **Office of Presidential Personnel, The White House, Washington, D.C.**
Coordinated resume review and performed resume and reference verification, evaluated candidate qualifications for level of appointment sought.

November 1988
to January 1989 **Office of Presidential Personnel, Transition Team, Washington, D.C.**
Deputy Supervisor, Flow Control
Responsible for coordination of resume flow through the review process and supervision of volunteer staff.

August 1988
to November 1988 **Bush/Quayle 88, Washington, D.C.**
Drafted and supervised two others in researching and preparing talking points and action memoranda for senior staff on crime topics as well as on tax and economic issues.

January 1986
to August 1988 **Shaw, Pittman, Potts & Trowbridge, Washington, D.C.**
Associate
Practice in real estate representing banks, savings & loan associations and borrowers in real estate secured lending and borrowing, acquisition and sale of real property, representation of landlords and tenants in commercial lease negotiations, construction contract negotiation.

September 1982
to November 1985

Latham & Watkins, Los Angeles, CA
Associate

General real estate practice, including tax deferred exchanges and representation of developers before governmental agencies. Practice also included real estate secured lending and borrowing in connection with leveraged buyouts.

Summer 1981

Latham & Watkins
Los Angeles, CA
Summer Associate

Summer 1980

Stoll, Keenon & Park
Lexington, KY
Summer Associate

Summer 1979

Kentuckians for Governor Nunn
Louisville, KY
Research Assistant in Republican campaign

Summer 1978

Office of the Attorney General, Consumer Protection Division, Commonwealth of Kentucky
Frankfort, KY
Correspondence staff in Division of Consumer Protection

Bar Admissions

District of Columbia, 1986
California, 1982 (inactive)

Education

J.D. 1982 -- Vanderbilt University School of Law
Nashville, TN
Graduated top 1/3 of class
Member Moot Court Board and Phi Delta Phi.
American Jurisprudence Award in Constitutional Law.

B.A. 1979 -- Williams College
Williamstown, MA
Majors in Political Economics and Art History.
Graduated cum laude and with departmental honors in Art History.

References will be furnished upon request.

THE WHITE HOUSE

WASHINGTON

April 2, 1991

Dear Bruce:

Thank you for your interest in the position of Associate Director and Deputy Executive Secretary to the Domestic Policy Council. I appreciate the time you took to meet with me.

Your background and experience are impressive, but we have decided to select someone else for the position. The decision was not an easy one to make -- just about everyone we met would have made a fine addition to this office.

Again, thank you for interest and for taking time to come meet with me. If you don't mind, we will keep your resume on file in the event that other opportunities within the White House become available.

With best regards.

Sincerely,



Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Mr. Bruce McElvein
5905 33rd Street, NW
Washington, D.C. 20015

Bruce - Thank you for talking
to us. Keep in touch!
RWSP

March 6, 1991

Honorable Richard W. Porter
Executive Secretary
Domestic Policy Council
Old Executive Office Building
Room 231
17th and Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Richard:

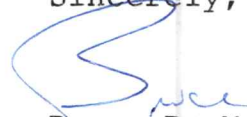
I enjoyed talking with you last week about the possibility of my joining the Domestic Policy Council staff. I am very much interested in joining you and hope that you and John will invite me to return for further discussions.

Domestic policy issues are of increasing importance at this point in Administration. Assuming the President is reelected (which may be more difficult than it looks today - the Democrats may come up with a credible candidate), it is imperative that the Administration be renewed and refreshed by electoral victory. That means we must work now to lay the groundwork not only for the campaign but for governing.

One of my primary roles here at Interior has been to represent the Assistant Secretary in working with other agencies within Interior as well as with the Corps of Engineers, EPA, CEQ and other agencies. Usually this involves attempting to align the various missions of the various agencies with the Assistant Secretary's and the Secretary's view of their mission - and ideally doing it in such a way that the other agencies all thought they won. Those skills should allow me to be helpful to you and the Council as you work to identify those crucial domestic themes and initiatives.

Thank you for your consideration. I look forward to talking with you in the future.

Sincerely,



Bruce B. McElvein

DAVID J. McMUNN • 9410 GAMBA COURT • VIENNA, VIRGINIA 22182

(703) 281-7421

Manager/Program Director

**Career
History**

Twenty six years of documented success as Naval Officer specializing in Intelligence. Broad executive level background in National and Defense Department Intelligence requirements, plans, programs and policy development. Extensive practical experience in management, execution and operational use of human, signals, and imagery intelligence, including strategic assessments, tactical development, reconnaissance, and C3I programs.

Two years at the White House in key national security positions related to border security, aviation security and combating terrorism.

Three years Director of Intelligence for U.S. Atlantic Fleet. Advised Fleet Commander-in-Chief daily on significant naval, maritime, and geopolitical activity. Provided continuous intelligence support to fleet air, surface and submarine forces. Directed operations of intelligence facility with 725 employees and \$58 million budget.

**National
Security**

Presently assigned at the White House to direct review of U.S. border security. Developed integrated program to enhance national capabilities with support from top Federal law enforcement, intelligence, management and budget, diplomatic, and border service officials.

Organized Federal government response to 64 recommendations from the 1990 President's Commission on Aviation Security and Terrorism that evaluated the circumstances surrounding the bombing of Pan Am 103.

Developed intelligence segment for 1986 report of Vice President's Task Force on Combating Terrorism. Assimilated information from 28 government agencies and expertise from more than 100 statesman, scholars, military officers, government officials, business leaders, and media executives. Assessed counterterrorism capabilities firsthand at 14 operations centers in U.S. and selected embassies and missions abroad. Personal accomplishment officially recognized by the President.

**International
Background**

Established and maintained active professional connections with Director-level naval intelligence and security counterparts in four European and six Latin American nations. Led six-person team which negotiated mutually advantageous bilateral information exchange with French intelligence officers in Paris.

**International
Background
(Cont.)**

Extensive professional experience working with foreign government officials on variety of mutual intelligence and concerns. Three year diplomatic posting to Israel. Two year naval intelligence assignments in Bahrain, in Germany, in Italy, and one year in Viet Nam.

Training

Developed core curriculum for mid-career training program which graduated 260 intelligence and security professionals.

Addressed senior management audiences on topical security issues. Alerted employees to security vulnerabilities and their own responsibilities through frequent public speaking engagements. Initiated "case-study" and "wargaming" techniques to upgrade contingency plans and stimulate security awareness among 725 employees.

C3I

In five month period, organized, staffed and equipped, first Defense Department surveillance information fusion center. This 80 member military and civilian organization now supports combined Federal, State and local narcotics interdiction operations throughout the Caribbean.

Fleet Project Manager for operational and technical evaluation of Tactical Flag Command Center (TFCC).

**Human
Resources**

Sole responsibility for selecting key officers to manage 725 employees. Quality management team increased productivity and morale with 5.5 percent reduction in annual expenditures. Accomplishment formally recognized by Secretary of the Navy.

Combined training and technical support for three related intelligence and security organizations to eliminate 214 of 1232 positions with \$2.8 million savings in first two years.

**Security
Planning**

Provided technical direction for all facets of security plans and programs for the U.S. Atlantic Fleet to include communications, finances, human resource applications and public relations. Representative projects ranged from long-term port security programs at seven East coast seaports to such specific events as the first Soviet Navy ship visit to Norfolk, Virginia, which drew 28,000 visitors.

Instituted secure MINX audiovisual communications which linked 27 critical positions within Atlantic Fleet local area network. Effected subsequent connection with compatible secure audiovisual communication systems in four cities.

Education

Harvard University, National Security Program, Cert.
Georgetown University, M.A.
St. Vincent College, Latrobe, Pennsylvania, B.A.
Languages: German, Hebrew.

PAUL J. MCNEILL
229 Ninth Street, SE
Washington, DC 20003
Home (202) 543-5141 / Office (202) 456-7150

PROFESSIONAL EXPERIENCE

- Executive Office of the President--The White House, Washington, DC**
11/90 to Assistant Director, Office of Media Relations. Coordinated staff present operations for the Persian Gulf Policy Working Group (inter-agency task force that developed communications strategy for the war). Principal writer for Media Relations office, including Presidential byline, talking points, and briefing books. Coordinate complete press coverage for Presidential events. Background spokesperson for the White House.
- 7/89 to Writer, Office of Presidential Correspondence. Administered 11/90 Presidential proclamations and tracked their authorizing legislation. Researched and crafted remarks for the President to convening organizations. Drafted personal and policy correspondence for the President and White House principals.
- 3/89 to Analyst, Office of Presidential Correspondence. Reviewed current- 7/89 issue mail and assisted director in developing Presidential reply strategies.

Presidential Inaugural Committee, Washington, DC
12/88 to Administrative Officer. Communications assistant for the 2/89 Executive and Administration Directors.

- 1st Nationwide Bank, San Diego, California**
6/88 to Financial Services Supervisor. Branch Manager. District 12/88 representative to the state-wide feedback committee--a forum for advocating policy changes for bank operating procedures. Recognized nationally as most effective sales-person in the Southern California Region, 1988. Increased investment product sales by 350 percent and transaction accounts by 30 percent.
- 2/87 to Financial Services Counselor. Financial representative 6/88 responsible for marketing all bank products, preparing briefings for senior management, and representing branch at trade shows.

VOLUNTEER ACTIVITIES

- Executive Office of the President--The White House, Washington, DC**
1989 Political Appointee Reviewer, Office of Presidential Personnel
Office of the Vice President, Washington, DC
1989 Staff Assistant, Staff Secretary's Office
Bush/Quayle Campaign, San Diego, California,
1988 Precinct Area Chairman. Achieved 72 percent GOP turnout
President-Elect Bush's Transition Staff
1988-89 Correspondence Associate

EDUCATION

SAN DIEGO STATE UNIVERSITY, San Diego, California
Graduate studies, Public Administration (city planning), 1987

FLORIDA STATE UNIVERSITY, Tallahassee, Florida
Bachelor of Science in Finance, 1986

William D. Maggard
4601 Connecticut Avenue, N.W., #713
Washington, D.C. 20008
(202) 861-1400 day
(202) 364-4098 evening

EMPLOYMENT

9/87-10/91 **New York Bituminous Products** **Chester, New York**
Vice President/General Counsel

Negotiated work-out of \$1 million working capital loan with bank for this leading Hudson Valley municipal contractor, which required CERCLA/RCRA review of collateral. Negotiated terms of exclusive agency with nation's second-largest privately-held corporation. Directed outside counsel in construction contract litigation and the purchase, subdivision and sale of real property. Negotiated labor contract and dispute with Teamsters that went before N.L.R.B..

8/86-5/87 **Rouse and Associates** **Tysons Corners, Virginia**
Leasing Agent

Negotiated leases and developed marketing plan for 340,000 square foot office tower for ninth-largest developer of commercial office space in U.S..

10/84-7/86 **Glassie, Pewett, Dudley, Beebe & Shanks** **Washington, D.C.**
Law Clerk

Assisted in document preparation for and at closings of commercial real estate transactions of national insurance companies and local banks. Researched and wrote for attorneys practicing before both judicial and administrative tribunals. Prepared various corporate documents and revised employee benefit plans to comply with new tax legislation.

8/81-6/83 **Deerfield Academy** **Deerfield, Massachusetts**
Instructor of English

Dormitory master, academic advisor, and coach. Awarded Independence Grant for Study Abroad.

EDUCATION

1983-1987 **Washington College of Law** **Washington, D.C.**
American University

Awarded juris doctor in 1987. Admitted to New York Bar in April, 1988.

Summer 1982 **Oxford University** **Oxford, England**

1977-1981 **Middlebury College** **Middlebury, Vermont**

Awarded B.A. degree in English Literature. Elected as student member of Board of Trustees in first year of student representation to that body. Resident Advisor. Four year starter on nationally-ranked lacrosse team.

THE WHITE HOUSE
WASHINGTON

Date: 1-23-92

TO: Linda Stuntz

THE WHITE HOUSE
WASHINGTON

Date: 1-23-92

TO: Don Clay

FROM: **RICHARD W. PORTER**
Special Assistant to the President
and Executive Secretary to the
Domestic Policy Council

Bill is interested in a career
in the waste clean-up business.
Is there anything available?

C. Marshall MILLS

5 rue du Faubourg Saint Jacques
75014 PARIS France
Tél: 1-43.25.22.65

L'Ecole nationale d'administration
13 rue de l'Université
75007 PARIS France
Tél: 1-49.26.45.45
Fax: 1-42.60.26.95

C. MARSHALL MILLS

1613 Harvard St. NW, Apt. 514
Washington, DC 20009
(202) 332-0452

Education

Graduate: Woodrow Wilson School of Public and International Affairs,
Princeton University, Princeton, NJ 08544
Degree: Master in Public Affairs, 1989
Field : International Relations (focus on economics)
Honor : Woodrow Wilson Fellow
(graduated with a grade average of 3.7/4.3)

College: University of North Carolina, Chapel Hill, NC 27510
Degree: Bachelor of Arts with Highest Distinction, 1986
Field : International Studies (minor in economics)
Honors: John Motley Morehead Scholar
Phi Beta Kappa (academic honor society)
(graduated with a grade average of 3.96/4.0)

"College Semester Abroad: Kenya and Development,"
School for International Training, VT, Fall 1985

"Summer in Moscow" Program, University of New Mexico, 1986

Professional Experience

POLICY ANALYST January, 1990 - Present
Executive Office of the President
Office of Management and Budget (OMB)
Office of Information and Regulatory Affairs
Washington, DC

Reviewed regulations and information collections for international and trade-related agencies, applying economic and organizational analysis in review. Served as OMB liaison and staff assistant to the cabinet-level President's Council on Competitiveness, run by the Office of the Vice President and dealing with economic and regulatory policy.

FINANCIAL AND MANAGEMENT ANALYST Summer, 1989
Lorilleux International (French multinational chemical company)
Paris, France

Revised reporting procedures for the finances and economic conditions for subsidiaries outside of Western Europe, designing new computer formats. Worked largely in French.

Professional Experience (cont.)

HUMAN RESOURCES ASSISTANT
USAID Mission to Kenya
Nairobi, Kenya

September, 1987 - June, 1988

Analyzed and oversaw the administration and design of food aid projects and programs, including field studies on food aid, and assisted in the redesign of a project to build local private institutions. Increased attention to evaluation of food aid.

Short-term work experiences included:

RESEARCH ASSISTANT - 1988
U.N. Association of U.S.
New York, New York

Researched reform at UNESCO and U.N. proposals for non-offensive defensive military strategies.

PROGRAM ASSISTANT - 1987
Energy Initiatives Program
Nairobi, Kenya

Researched and edited reports on the prospects for US NGOs in Tanzania and on rural energy use in East Africa.

PROGRAM ASSISTANT - 1987
CARE World Headquarters
New York, NY

Researched and co-authored a paper and manual on project monitoring for internal use by CARE missions.

SECURITY GUARD - 1986
Goodwill Games Broadcast
Moscow, USSR

Working with US and Soviet security personnel, monitored entry into TV studio during live broadcasts.

RESEARCH ASSISTANT - 1985
Nicholas Lyell, MP, QC,
Parliament, London, U.K.

Researched policy proposals for welfare reform and a British "bill of rights." Observed Parliamentary deliberations.

RESEARCH ASSISTANT - 1984
Pan Am World Airways
New York, NY

Analyzed Pan Am's routing, suggesting new flights, and researched for its defense in the Laker anti-trust suit.

Language Skills

Advanced French, Intermediate Russian and Swahili.

Experience Abroad

Lived in northern England (1973-77), London (1985), Moscow (1986), and Nairobi (1987/88 and 1985).

Travelled in Eastern Europe, East Africa, and East Asia.

Computer Skills

Introductory programming, word-processing, and data processing.

C. Marshall Mills
1613 Harvard St. NW, Apt 514
Washington, DC 20009 USA

January 25, 1991

Mr. Colm Lincoln
European Bank for Reconstruction and Development
c/o Bank of England
Threadneedle Street
London E22 R8AH

Dear Mr. Lincoln:

I am writing to apply for a position with the European Bank for Reconstruction and Development. The historic mission of the European Bank to aid in the transition of Eastern Europe to market economies appeals greatly to my interests and commitments, as indicated by my record. I have enclosed a current Curriculum Vitae, in the American format of a resume.

My background spans an unusually broad and useful range of experience. I earned a Master in Public Affairs from Princeton University's Wilson School, gaining an education in policy analysis, with an emphasis on economics. My current position with the Office of Management and Budget, in the Executive Office of the President, involves a combination of economic policy analysis, high-level policy discussions, and oversight responsibilities that would be good experience for the work of the EBRD. Previously, I worked in the private sector, as a financial and management analyst for a French multinational corporation. In addition, my experience in development would provide insight into the economic liberalization efforts in Eastern Europe -- a region I have studied throughout my academic career, including a summer in Moscow studying Russian.

These experiences have developed the analytical and personal skills necessary to develop, advocate, and implement policy prescriptions. Because of these abilities, my superiors designated me as liaison and staff assistant to a cabinet-level body, the President's Council on Competitiveness, that oversees economic and regulatory policy.

I would like to be considered for a position with the European Bank for Reconstruction and Development, particularly in the offices for Country Programmes and Lending, the Chief Economist, Field offices, the General Secretary, and External Affairs. I would be pleased to provide more information or references if it would be useful. I would also be willing to interview in London if necessary. Thank you for your consideration and I look forward to hearing from you.

Sincerely,

C. Marshall Mills

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET

Route Slip

To: Richard Porter

- Take Necessary Action
- Approval or Signature
- Comment
- Prepare Reply
- Discuss with me
- For Your Information
- See Remarks Below

MM
FROM: Marshall Mills, x7340, Rm 3208

Date: 5/21/91

REMARKS

Thank you very much for your help with my application to the European Bank in London. Hopefully it will provide a lead that will end up in a job.

I have attached a copy of the note I sent Emily Walker transmitting my résumé and some letters of recommendation. David McIntosh, with whom I've worked closely, wrote a particularly nice recommendation; with some luck, it might pique Emily's interest. If so, I thought it might be nice if you were aware of it and had a copy (attached), in case you and Emily talked and she asked who this McIntosh guy is.

Thank you again. I'll let you know how the effort turns out.

C. Marshall Mills
1613 Harvard St. NW, Apt 514
Washington, DC 20009 USA
Home Phone: 202/332-0452

May 20, 1991

Ms. Emily Walker
U.S. Alternate Director
European Bank for Reconstruction and Development
c/o U.S. Embassy
24 Grosvenor Square
Box 26
London W1A 1AE U.K.

Dear Ms. Walker:

As suggested by Richard Porter, I am writing to pass along the résumé that I sent in for my application to the European Bank. I understand the difficulties I face in looking for a position involving the Bank, and I appreciate your attention to and consideration of my application.

I have also included a number of other materials supporting my application -- my cover letter to the Bank, addressed to Colm Lincoln, and three letters of recommendation. These letters are from (1) the Administrator of my office in OMB, Jim MacRae; (2) a Member of Parliament for whom I worked one summer, Sir Nicholas Lyell; and (3) an Assistant to the Vice President with whom I have worked closely, David McIntosh. Since I have essentially worked as Mr. McIntosh's assistant at times, his letter may be especially interesting if there is a possibility of my working in your office.

Thank you again for your attention and assistance. I will try to contact you by phone to follow up. I can also be reached by phone at home or at work (I have enclosed my business card). I hope to talk to you soon.

Sincerely,

C. Marshall Mills
C. Marshall Mills



OFFICE OF THE VICE PRESIDENT

WASHINGTON

MAY 17 1991

Mr. Colm Lincoln
Personnel Office
The European Bank for Reconstruction and Development
6 Broadgate
London EC2M 2QS

Dear Mr. Lincoln:

I am writing to recommend Mr. C. Marshall Mills for employment with the European Bank for Reconstruction and Development. He tells me that he applied in January and received notification of the receipt of his application on February 5. In his position in the Executive Office of the President, Mr. Mills has worked very closely with me and other staff members of the Office of the Vice President. He is one of the most outstanding and promising young professionals with whom I have worked in my five years in the White House and the Office of the Vice President.

As Assistant to the Vice President for Economic and Domestic Policy, my primary mission has been to help establish the role of the cabinet-level body, chaired by the Vice President, that the President has tasked with overseeing economic and regulatory policies, the President's Council on Competitiveness. Mr. Mills has been of great assistance to the Vice President and his staff in this effort, playing a critical role in the start up of the Council's operations.

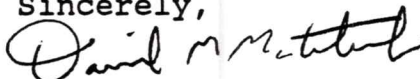
Mr. Mills has served as a valuable staff assistant to the Council, while working formally as the liaison between the Council and the Office of Information and Regulatory Affairs (OIRA). Located within the Office of Management and Budget, OIRA has provided critical support to the Council and the Vice President's staff on regulatory policy. In addition to serving as a key link between these two organizations, Mr. Mills has been intimately involved in much of the Council's policy-making, drafting issue papers and briefing materials for the Vice President and Cabinet members and negotiating on policy documents with high-ranking officials. In this work, Mr. Mills has dealt intelligently with fundamental issues of economic policy, such as the proper economic role of government and political constraints on policy prescriptions. While managing these impressive responsibilities, Mr. Mills has displayed remarkable ability, especially considering his previous experience.

In many ways, Mr. Mills has served as my personal deputy, and I have found him to be an invaluable assistant and work colleague. He is extremely well organized, writes exceptionally well, can be trusted

absolutely, and provides timely, incisive advice and analysis on all issues ranging from technical policy issues to personal relations. While I have worked with Mr. Mills primarily on domestic economic policy, I know from numerous discussions, both inside and outside of work, that he is very insightful in placing issues in a broad philosophical and international context; in fact, many of these conversations have dealt with the momentous implications of the events in Eastern Europe. He is clearly drawn to the historic mission of the European Bank.

In conclusion, I recommend Mr. Mills most highly for a position at the EBRD. He is a remarkably talented professional who would be a valuable and outstanding addition to the staff even at an elite international organization like the EBRD.

Sincerely,

A handwritten signature in cursive script that reads "David McIntosh". The signature is written in dark ink and is positioned directly below the word "Sincerely,".

David McIntosh
Assistant to the Vice President
for Economic and Domestic Policy

THE WHITE HOUSE

WASHINGTON

October 2, 1991

Dear Elizabeth:

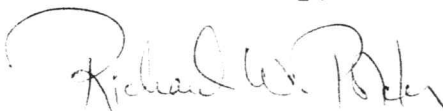
Thank you for your interest in the position of Staff Assistant in the Domestic Policy Council. I appreciate the time you took to meet with me and some of the other staff.

Your background and experience are certainly impressive, however, we have decided to select someone else. We had a difficult time agreeing on which candidate to choose since you and several others would have made a fine addition to the staff.

Again, thank you for your interest and for your patience throughout this process. If you don't mind, I would like to keep your resume on file to be sure you are considered when other opportunities within the White House become available.

With best regards.

Sincerely,



Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Ms. Elizabeth Moore
2723 Q Street, NW
Washington, D.C. 20007

ELIZABETH MOORE

Current Address:
2723 Q Street, N.W.
Washington, D.C. 20007
(202) 338-5165

Permanent Address:
5823 Indian Trail
Houston, Texas 77057
(713) 780-1144

EDUCATION

University of Texas, Austin, Texas
Bachelor of Arts Degree in Psychology, 1991

University of Alicante, Alicante, Spain
Semester Abroad, 1990

Choate, Wallingford, Connecticut, 1985

EXPERIENCE

DISCOVERY HALL SCIENCE MUSEUM Austin, TX
Assistant to the Director January - May 1991
Provided administrative and secretarial support to the directors.
Organized the mailing and distribution of newsletters and flyers.
Modified the accounting file system.

REPUBLICAN NATIONAL CONVENTION New Orleans, LA
Volunteer Summer 1988
Attended all ceremonies and events of the Republican convention.
Assisted in diverse areas of the youth groups. Organized and expanded the youth groups' support of the President.

MONSOON/HANDELS, INC. Houston, TX
Internship 1987
Organized and revised store's inventory system. Conceived and arranged new advertising techniques. Surveyed and critiqued Houston store with respect to its London counterpart. Other responsibilities included maintenance, shipping, advertising, and sales.

ACTIVITIES

Member, Pi Beta Phi Sorority
Member, Spanish Club, University of Texas
Member, Psychology Club, University of Texas

HONORS

Member, Phi Eta Sigma, Freshman Scholastic Honorary Society
Member, Alpha Lambda Delta, Scholastic Honorary Society
Member, Pi Club Honor Society

INTERESTS

Skiing, tennis, basketball
Extensive travel in Europe, summers 1990, 1991
Fluent in Spanish

REFERENCES

Available upon request

JIMMY LAZARO MORALES

Davis Polk & Wardwell
1300 Eye Street, N.W.
Washington, D.C. 20005
(202) 962-7289

3603 N. Third Street
Arlington, VA 22201
(703) 524-6339

EXPERIENCE Davis Polk & Wardwell Washington, D.C.
CORPORATE ASSOCIATE, Currently.
Practice areas: real estate, bankruptcy/workout,
regulatory/legislative, environmental.
Also supervise attorney recruitment for the office.

The Honorable Edward B. Davis Miami, Florida
United States District Court
LAW CLERK, 1988

EDUCATION HARVARD LAW SCHOOL Cambridge, Massachusetts
Class of 1987
GPA: 3.75 (A=4.0)

Magna Cum Laude; National Board of Governors of the
ABA Law Student Division; National Student Liason to the
ABA Criminal Justice Section; Student Bar Association
President; Who's Who Among American Law Students;
Outstanding Young Man of America; Legal Writing
Instructor; Dormitory Resident Assistant; Law School
Minority Recruiter; Legislative Research Bureau.

HARVARD UNIVERSITY Cambridge, Massachusetts
B.A. in Government, June 1984
GPA: 14.1 (A=15.0)

Magna Cum Laude; Phi Beta Kappa; Harvard National
Scholar; John Harvard Scholar (equivalent of Dean's List
every semester); Commencement Orator; Voice of Harvard
Football and Baseball on WHRB, 95.3 FM.

PROFESSIONAL Admitted to the District of Columbia and Florida Bars;
Serve on the Florida Bar Association's Out-of State
Practitioners Committee; Served on the Dade County Bar
Association's Federal Courts Committee 1988-89.

CIVIC National Finalist in the 1990-91 White House
Fellowship Program; Member of the Arlington County
Citizens' Committee for the Extended Day Program;
Coach in the Arlington County Little League;
Member of the Knights of Columbus Service
Organization and served as Secretary in 1989;
Member of the Harvard Club and served on
the Board of the Harvard Club of Miami in 1989;
Served on the Young Professionals Advisory Committee
to the Miami Beach City Council 1988-89.

PERSONAL Married; born in Miami Beach, Florida;
Fluent in Spanish; Conversant in French.

THE WHITE HOUSE
WASHINGTON
February 19, 1991

Dear Jimmy:

Thank you for your interest in the position of Associate Director and Deputy Executive Secretary to the Domestic Policy Council. I appreciate the time you took to meet with me.

Your background and experience are impressive, but we have decided to select someone else for the position. The decision was not an easy one to make -- just about everyone we met would have made a fine addition to this office.

Again, thank you for interest and for taking time to come meet with me. If you don't mind, I will pass on your resume to a few other people who would be interested in meeting with you. Hopefully, we will solidify your Republican tendencies in the process!

With best regards.

Sincerely,



Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Mr. Jimmy Morales
3603 N. Third Street
Arlington, VA 22201

*Look forward to seeing
you again soon -
RWP*

MARJORIE DORE MORRISSETTE

5424 Chatsworth Court
Fairfax, Virginia 22032
(703) 321-8185 (H)
(202) 408-1649 (O)

EXPERIENCE

BUDGET DIRECTOR FOR SPECIAL EVENTS

1990 ECONOMIC SUMMIT OF INDUSTRIALIZED NATIONS, DEPARTMENT OF STATE

Houston, Texas

March 1990 - July 1990

Managed budgets for Special Events. Tracked expenditures and commitments and produced financial statements and analysis reports. Drafted internal procedures for expenditures. Created database to track critical path for all Summit divisions. Computer experience: Alpha4, Lotus 123, and WordPerfect.

CONSULTANT

Alexandria, Virginia

October 1989 - February 1990

Did financial and computer consulting for ADS, Inc. Established and designed database for invoicing subscribers and tracking budget. Organized and developed financial analysis reports. Assisted with advertising and marketing strategies and ideas.

**SPECIAL ASSISTANT TO DIRECTOR OF THE MINT/CONGRESSIONAL LIAISON
DEPARTMENT OF THE TREASURY, UNITED STATES MINT**

Washington, D.C.

February 1989 - September 1989

Assisted in overall management of Mint operations involving headquarters and five field facilities. Drafted and edited major reports, often dealing with sensitive issues. As Congressional Liaison, handled legislative issues and inquiries and served as contact person for Senate and House Committees and Subcommittees. Supervised public relations events and activities for the Mint, including the bullion and commemorative coin programs. Supervised numerous employees. Computer experience: WordPerfect and Lotus 123.

BUDGET ANALYST, OFFICE OF THE PRESIDENT-ELECT

Washington, D.C.

November 1988 - January 1989

Maintained Transition budget of \$3.5 million. Created budget and tracking systems used internally which interfaced with FMS system used by the General Services Administration. Tracked expenditures and commitments and produced daily financial statements and analysis reports. Computer experience: Alpha3, Lotus 123, and Harvard Graphics.

BUDGET COMPTROLLER, BUSH - QUAYLE '88.

Washington, D.C.

May 1988 - November 1988

Maintained overall General Election budget system of \$54.4 million. Developed extensive budget system which encompassed 13 National Divisions and budgets for 50 states. Worked closely with Senior Campaign Management to maintain the budget, reflecting the immediate demands of campaign strategies. Supervised 15 regional comptrollers. Calculated and tracked individual payroll and consulting fees. Created and revised reports to manipulate budget data in various formats. Computer experience: Alpha3, Libra, Lotus 123, and MultiMate.

DATA OPERATIONS SUPERVISOR, GEORGE BUSH FOR PRESIDENT, INC.

Washington, D.C.

February 1987 - May 1988

Supervised and trained 20 full-time employees, including an assistant and numerous part-time employees and volunteers. Managed the computer and keypunch operations for receipts. Responsible for maintaining the integrity of the entire database, ensuring all contributions were accurately assigned and coded. Balanced, produced, and edited the Federal Election Commission Report for receipts on both a quarterly and monthly basis. Computer experience: Focus, Lotus 123.

STUDENT GOVERNMENT TREASURER, GEORGE MASON UNIVERSITY.

Fairfax, Virginia

January 1986 - December 1986

Managed and maintained Student Organizations' budgets exceeding \$280,000. Responsible for all financial transactions involving Student Government funds and revenue for over 70 clubs. Hired and trained assistant. Computer experience: Lotus 123, MultiMate.

EDUCATION AND ACTIVITIES

GEORGE MASON UNIVERSITY, B.A. in Government and Politics, 1986. Fairfax, Virginia.
Student Government Executive Board Member, 1986.
George Mason University College Republicans.
Outstanding Achievement in Student Government Award, 1986.

7/26/90

Richard -

my friend Manjorie is in the process of trying to find a job, since the Summit is soon to be over. I think you may have even met her. She interviewed for a job over at Treasury last week. She is a great person - very bright, funny, etc. She worked on the Campaign as well. Anyway, she's been in touch with Ede (or is going to be in touch with Ede) to see if there is anything over here for her. I thought she might be a good addition to your team, or maybe you could steer her in another direction. I'll tell you all about her when I see you next week.

I can't believe I'm leaving! You and Karen can come visit me in Houston though! Talk to you next week.

Thanks!

Love,
Sara

KEVIN G. MURPHY

1910 S. Street, N.W.
Washington, D.C. 20009
H.(202) 232-8062 W.(202) 456-2135

EXPERIENCE:

6/91-Present **The White House** **Washington, D.C.**
Intern in the Office of Political Affairs. Responsible for processing correspondence, briefings and reports from the White House Political Director to political contacts in Washington and across the nation. Assist in day to day operations in the office ranging from computer work to information gathering.

6/90-8/90 **The Economic Summit of Industrialized Nations** **Houston, TX**
Assistant to the Liaison Division. (Intern) Maintained coordination and communication between Summit Staff, Delegation Staff and Division Directors in and around secure meeting sites. Facilitated the arrival of the Canadian Delegation prior to the event. Organized backup medical personnel for Heads of State and their delegations. Reported directly to the Director of the Liaison Division.

1985-1989 **Murphy Lumber Company/Logging Division** **Eugene, OR**
Part time employment ranging from timber extraction, management and processing to road building and grading.

EDUCATION:

1991 **The Colorado College** **Colorado Springs, CO**
Awarded Bachelor of Arts degree in political science with an emphasis on political theory and the philosophy of law.

SKILLS:

Advanced Word Perfect (5.1), intermediate LOTUS 1-2-3. Excellent writing and interpreting ability. A rudimentary understanding of Spanish.

INTERESTS:

Political science, foreign and domestic policy, political philosophy. Skiing, rock climbing and fly fishing.

REFERENCES: Available upon request.

THE WHITE HOUSE

WASHINGTON

October 2, 1991

Dear Daphne:

Thank you for your interest in the position of Staff Assistant in the Domestic Policy Council. I appreciate the time you took to meet with me and some of the other staff.

Your background and experience are certainly impressive, however, we have decided to select someone else. We had a difficult time agreeing on which candidate to choose since you and several others would have made a fine addition to the staff.

Again, thank you for your interest and for your patience throughout this process. If you don't mind, I would like to keep your resume on file to be sure you are considered when other opportunities within the White House become available.

With best regards.

Sincerely,



Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Ms. Daphne Murray
1201 Braddock Place #817
Alexandria, VA 22314

DAPHNE MURRAY

1201 Braddock Place #817

Alexandria, VA 22314

(703)519-8239

REER**JECTIVE**

To utilize research, writing, and public relations skills.

EDUCATION**The University of Virginia; Charlottesville, VA.**

Bachelor of Arts, English; Received May, 1991.

GPA: 3.1

The MacIntire School of Commerce Summer Institute; Charlottesville, VA.

Completed program of intensive study in the fields of marketing, finance, accounting, management, MIS and LOTUS programming, Summer 1991.

The University of Valencia; Valencia, Spain.

Spring semester, 1990; Concentration in Spanish language and literature. Lived with Spanish family. Speak Spanish fluently.

The Hotchkiss School; Lakeville, CT.

Graduated May, 1987.

CAREER -**RELATED****EXPERIENCE****The Republican National Committee Press Office; Washington, D.C.**

Eisenhower Page for Leslie Goodman.

- Word Processed documents using Word Perfect.
- Researched and prepared press releases for the Republican Party.
- Disseminated national media information and news releases at press conferences.
- Tracked and maintained files of news releases. Summer, 1989.

Bush/Quayle '88 Campaign; Washington, D.C.**Political Division; Assistant to Rich Bond.**

- Researched and organized news releases as well as personal files.
- Word processed documents onto Word Perfect.
- Researched and prepared biographies for media release.

Administrative Division; Assistant to Debbie Miller.

- Researched and maintained personnel files.
- Responded to public information inquiries. Summer, 1988.

Republican National Convention; New Orleans, LA.**Bush Page.**

- Served as communication liaison between party officials and the press.
- Responded to public information inquiries. Summer, 1988.

ACTIVITIES**AND HONORS****Madison House Volunteer Organization:**

- Assistant Coordinator of Big Sibling Program. Organized group of 15 students to meet once a week and discuss issues and concerns in their roles as big siblings to underprivileged children. Helped lead discussions and offer suggestions, 1988 - 1991.

Kappa Alpha Theta Sorority, Member

- Head of Activities Committee, 1989 - 1990.
- Rush Committee, 1988 - 1991.

Young Republicans, 1988 - 1991.

Spanish Club, 1989 - 1991.

OTHER**PERIENCE****The Limited Express, Inc.; Berkeley, CA.**

Sales Assistant. Sold imported clothing, recorded inventory, and totaled sales daily. Summer 1990.

Lovett-McClean Realtors; Houston, TX.

Administrative Assistant. Summer, 1987.

1201 Braddock Place #817
Alexandria, VA 22314
September 25, 1991

Mr. Richard Porter
Special Assistant to the President and Executive Secretary of DPC
Room 231 OEOB
The White House
20500

Dear Richard,

Thank you so much for meeting with me on Monday. Our discussion really helped me gain an understanding of much of what goes on within the policy councils. The assistant positions which are open in both the DPC and EPC are of great interest to me.

I believe that a position in this area would be a challenging and exciting means of learning more about policy making and implementation. I realize that these positions require a lot of communication and organizational skills, and I think that my previous experiences on the campaign as well as in the RNC press office have prepared me well for such responsibilities.

I look forward to hearing from you at some point in the near future. Thank you again for taking the time out of your busy schedule to explain your office and introduce me to Mr. Batavia and Mr. Hill. I greatly appreciate all of your efforts on my behalf.

Sincerely,



Daphne Murray

MARY ANNE DE LOS RIOS MURRAY
3718 North 7 Street, No. 5
Arlington, Virginia 22203
(703) 343-5244 [home]
(202) 395-7396 [office]

JOB OBJECTIVE

Special Assistant in a substantive, policymaking, analysis capacity in the Administration.

CAREER SUMMARY

In a period of one year, I moved from being secretary to the Executive Vice President of the Free Congress Research and Education Foundation to Director of the Education Voucher Project, where I was consulting with Secretary of Education William Bennett, Under Secretary Gary Bauer, and Market Opinion Research's Bob Teeter. When this project was concluded, I worked a year as Special Assistant to the President of the Foundation, and then was promoted to Deputy Press Secretary for the Foundation. I was then contacted by the National Advisory Council for Women's Educational Programs, and offered the position of Assistant to the Director. When the Council was abolished by congressional action, I became Confidential Assistant to the Deputy Assistant Secretary for Policy at the Department of the Interior. After four months, I was upgraded and honored by a \$2,000 monetary award. In early 1989, the White House Office of Science and Technology Policy asked me to join the new Administration as Confidential Assistant to the Director of the International Division.

EXPERIENCE

CONFIDENTIAL ASSISTANT TO THE DIRECTOR, INTERNATIONAL DIVISION WHITE HOUSE OFFICE OF SCIENCE AND TECHNOLOGY POLICY

Represent the President's Science Advisor at the working level at interagency meetings. In the course of these meetings, analyze and develop scientific and technological policy positions for the Administration. Meet with foreign visitors to discuss bilateral policy. Coordinate all foreign visitor requests for the Science Advisor. Organized the U.S.-China Joint Commission Meeting, which was postponed for political reasons. (1989 - present)

CONFIDENTIAL ASSISTANT TO THE DEPUTY ASSISTANT SECRETARY FOR POLICY OFFICE OF THE SECRETARY OF THE INTERIOR

Coordinated and participated in special projects and the development of policy initiatives requiring close liaison with the Secretary's Immediate staff, the White House, as well as other government agencies. Served as intermediary between and spoke for the Office in dealing with top Assistants and officials of the Department, other government officials, and the general public, in connection with matters which did not require the personal attention of the Deputy Assistant Secretary.

After four months, was upgraded and honored with a \$2,000 monetary commendation for "high value, general impact" performance. (1988-89)

ASSISTANT TO THE EXECUTIVE DIRECTOR NATIONAL ADVISORY COUNCIL FOR WOMEN'S EDUCATIONAL PROGRAMS

Responsible for all Council research of data related to the Women's Educational Equity Act Program. Wrote, edited, and produced the Council's bi-monthly newsletter and all Council news releases. Assisted in the writing and editing of the Council's Annual Report and the Council's report on the current status of women's equity. (1988)

DEPUTY PRESS SECRETARY, FREE CONGRESS RESEARCH AND EDUCATION FND.

Assisted in the planning, organization, and operation of the public relations program. Responded to inquiries from the press and broadcast reporters and editors, television and radio "talk show" hosts and producers, editorialists, and the general public. Wrote and produced news releases concerning all aspects of the Foundation's activities. Assisted in the planning, promotion, and arrangement of news conferences. Wrote op-ed articles for various publications and radio broadcasts. (1987)

SPECIAL ASSISTANT TO THE PRESIDENT FREE CONGRESS RESEARCH AND EDUCATION FND & COALITIONS FOR AMERICA

Coordinated special projects for the President, including meetings with Cabinet officials and other top officials in the Administration, as well as with prominent Washington leaders. Acted as liaison to the Board of Directors, and coordinated all aspects of the official and committee meetings. (1987)

Mary Anne De Los Rios Murray
page two

**DIRECTOR, THE EDUCATION VOUCHER PROJECT
FREE CONGRESS RESEARCH AND EDUCATION FOUNDATION**

Developed a model education voucher program for implementation at the state level. Entailed conducting in-depth research on the educational status of all 50 states, charting and comparing this data. In the course of this research, traveled to St. Louis and Denver, and met with Secretary of Education William Bennett and Under Secretary Gary Bauer, at which time was granted permission to utilize all resources of the Department of Education. Presented findings to independent Washington consultants at Market Opinion Research. (1986-87)

**RESEARCH ASSOCIATE, CONFERENCE DIRECTOR
THE CHILD AND FAMILY PROTECTION INSTITUTE**

Conducted up-to-date analysis of domestic policy issues, with special emphasis upon family leave, child care, and education legislation. Participated in the Library Court Coalition. Organized the Women Spokesmen Training Conference, an intensive three-day conference training women to be effective spokesmen. (1986)

**ASSISTANT TO THE EXECUTIVE VICE PRESIDENT
FREE CONGRESS RESEARCH AND EDUCATION FOUNDATION**

Responsible for administrative activities of the Executive Vice President, including correspondence and coordinating meetings. (1985-86)

ASSISTANT EDITOR, BROWARD CONCERNS NEWSPAPER (FORT LAUDERDALE, FL)

Research, wrote, and produced articles for this small, Christian newspaper. Served as reporter at Dallas Republican National Convention (self-financed). (Summer 1984)

INTERNSHIP, SENATE REPUBLICAN CONFERENCE, UNITED STATES SENATE

Served as reporter for various publications of the Conference. Worked with video and graphic arts production, producing Public Service Announcements and Senate newsletters. (Summer 1983)

EDUCATION

Foundations for American Conservatism, The Heritage Foundation (1988)

Women Spokesmen Training Conference,
The Child and Family Protection Institute (1987)

Legislative Management School, The Heritage Foundation (1986)

Capitol Hill Staff Training Seminar, The Leadership Institute (1985)

Youth Leadership School, The Leadership Institute (1981)

Christendom College, Front Royal, Virginia (1981-85)
B.A. in Political Science (International Politics, Classical Political Theory)

Nova European Campus (studied throughout Europe) (1981)

ACTIVITIES

Vice President, National Hispanic Youth Coalition, Inc., (1988-present)
Member, Christendom College Educational Corporation, (1987-present)
Member, Board of Advisors, Washington Catholic Forum, (1986-1987)

Benjamin W. Newman

Current Address

6020 28th Street, N.W.
Washington, DC 20015
(202) 966-1018

Permanent Address

327 Raven Rock Lane
Longwood, FL 32750
(407) 332-7090

EXPERIENCE

DEPUTY NATIONAL YOUTH DIRECTOR

June 1987 to November 1988

GEORGE BUSH FOR PRESIDENT/BUSH-QUAYLE '88, Washington, DC

- Organized/recruited "Students for Bush" on college campuses nationwide
- Corresponded regularly with state youth directors, campus chairmen, and the national youth leadership
- Created a weekly direct mail program for college-age voters
- Directed youth volunteers in the New Hampshire primary, the South Carolina primary, and at the Republican National Convention

BUSH CAMPAIGN REPRESENTATIVE

July 1988

NETWORK 1988 NATIONAL POLITICAL MISSION, Israel

- Met with Israeli government officials, media and military personnel, and historians to discuss the 1988 Israeli elections, the Arab-Israeli conflict, and U.S.-Israeli relations
- Met with senior PLO leaders and toured refugee camps on the West Bank and Gaza Strip

MAJOR (COMMANDING OFFICER)

June 1981 to August 1984

SEMINOLE COUNTY SHERIFF'S DEPARTMENT; Youth Deputy Division, Seminole County, FL

- Developed and directed a law enforcement education program for youths between 14 and 21 years of age
- Aided local organizations with security, crowd and traffic control
- Received 1983 Central Florida Law Enforcement Community Service Award
- Graduated Orlando Police Department's Explorer Academy

CONGRESSIONAL PAGE

September 1983 to January 1984

UNITED STATES HOUSE OF REPRESENTATIVES, Washington, DC

EDUCATION

AMERICAN CAMPAIGN ACADEMY, Arlington, VA

Fall 1989

Background

- 1 of 15 political activists selected to participate in an intensive campaign management program sponsored by the National Republican Congressional Committee
- Received concentrated instruction in management, organization, finance, media, research, targeting, and strategic/tactical planning for congressional campaigns

THE AMERICAN UNIVERSITY, School of Public Affairs, Washington, DC

B.A., Political Science, May 1989

Cumulative grade point average is 3.11 (4.0 scale). Average in major is 3.44.

Minor concentration in Justice

Honors and Awards

- Outstanding Brother Award, Alpha Epsilon Pi Fraternity, Spring 1987
- Dean's List, Spring 1987 and Fall 1987

TRINITY PREPARATORY SCHOOL, Winter Park, Florida

Graduated June 1985

Extracurricular Activities:

- President of the Student Council, Academic Year 1984-85
- Founding Chairman of Students Against Driving Drunk, Spring 1985

Honors and Awards:

- Winter Park Kiwanis Club Student of the Year, Academic Year 1984-85
- National Leadership Training Conference, Islip, New York, July 1984

References available upon request.

LESLIE V. NORWALK
1865 North Adams Street
Arlington, VA 22201
703-243-2707 (h) 202-456-6676 (w)

WORK EXPERIENCE

The Office of Presidential Personnel, The White House

Special Assistant

- o Assist Associate Director and her deputies in all phases of candidate placement in political positions. Interview candidates, research their backgrounds, draft decision memoranda, process paperwork for permanent federal employees, prepare clearance reports on potential nominees to positions that are Senate confirmed Presidential appointments. Research current issues that relate to available positions, and discuss with department liaisons and staff the qualifications and personalities desired for these positions. Perform computer searches to find candidates with specific qualifications. Serve as liaison to the Departments of Labor, Education, Health and Human Services, Office of Personnel Management, ACTION, Consumer Product Safety Commission, National Endowment for the Arts, National Endowment for the Humanities, and numerous labor related boards.

Work with Congressional staffs and the Republican National Committee with regard to potential candidates and the placement process. Oversee all office administrative duties. (January 1989 -)

The Office of Policy Development, Presidential Transition

Special Assistant

- o Assisted Deputy Director with Press Releases for Transition Office Contacts (TOCs), meetings, correspondence, telephone calls, and legal paperwork. Assisted TOCs with weekly reports, agency briefings and correspondence. (November 1988 - January 1989)

Research Department, George Bush for President

- o A member of the Quayle research team. Compiled a Quayle-Bentsen vote comparison, researched John F. Kennedy quotes, worked on Quayle's pre-debate preparation, verified statements from the Vice Presidential debate, and was in charge of Quayle's research files. (July 1988 - November 1988)

History Associates, Inc. - Rockville, MD

Records Manager

- o Inventoried, set up record retention schedules and designed a data base for all U.S. Catholic Conference files. (June 1988 - December 1988)

Norwalk & Associates, Inc. - Dayton, OH

Realtor

- o Licensed and first sale at 18. Financed 60% of college expenses through real estate sales. (June 1984 - June 1988)

Miami Valley Marketing Group, Inc. - Dayton, OH

Assistant Account Executive

- o Organized advertising campaign for AAA including writing TV and radio copy, and reformatting ads in 15 phone books. Assisted in marketing travel incentive programs. (Summer 1987)

Other work experience includes: bank teller, camp counselor, clothing saleswoman.

EDUCATION

Wellesley College, B.A. 1988, cum laude

Major: Economics and International Relations

Thesis: "The Economic Impact of Military Spending in the U.S. and Soviet Union" written for Marshall Goldman.

University of St. Andrews, Scotland, 1986-87

Junior Year Abroad

CIVIC INVOLVEMENT

President, White House Community Service Committee

The Junior League

Bravo! for the Washington Opera

The Washington Wellesley Club

Richard - File 8/15/90

I am beginning to think about moving from Personnel to something with more substance. I don't know if there are any positions under you that would be worthwhile (or if they are available), but I thought it made sense to let you know of my interest.

My main objectives would be
1) to work for someone I respect who's willing to give me some responsibility. And
2) to move into a more policy-oriented position than I have in PPD.

If you think there are any possibilities in DRC, let me know - (if not - Tim heads here. just a →

little restless(?)

Thanks!

Bill

GARY J. NYGAARD

Primary Address

704 20th Ave. S.
Moorhead, MN 56560
(218) 233-2952

Secondary Address

7232 Vinewood Lane
Maple Grove, MN 55369
(612) 420-2786

Goal: To have an exciting and challenging career working for the White House, the Central Intelligence Agency, or a lobbying group in the Washington, DC metropolitan area.

Education: I will graduate with a Bachelor of Science degree in Finance and a minor in Marketing from Moorhead State University, Moorhead, MN in May, 1991.

Extra-curricular Activities:

Moorhead State College Republicans- 1986-present.

Elected Vice President of Finance, 1988.

Elected President, 1989.

Elected Chairman, 1990.

Elected Vice Chairman for the Minnesota College Republicans, 1990.

Appointed to the Clay County Resolutions Committee, 1990.

Other Involvement-

Appointed to MSU Student Senate Election Board, 1987.

Appointed to MSU Council on Committees, 1988. Elected Chairman, 1989.

Student Senate Vice Presidential candidate, 1988.

Fargo (ND) Jaycees member 1990-91.

Honors:

Accepted to MSU Emerging Leadership Program, 1986.

Outstanding College Students of America recipient, 1988.

Appointed to MSU Student Conduct Committee, 1989. Re-appointed 1990.

Political Work Experience-

Moorhead City Council member Kevin Goodno's campaign for the MN House of Representatives, 1990.

U.S. Senator Rudy Boschwitz' re-election campaign, 1990.

Fargo (ND) mayoral candidate Mort Mazahari's advisory board, 1990.

Clay County Republicans board member, 1990-91.

Moorhead City Council member Kevin Goodno's re-election team, 1989.

Moorhead Mayor Morris Lanning's re-election team, 1989.

U.S. Congressman Arlan Stangeland's re-election campaign, 1986 and 1988

U.S. Senator David Durenberger's re-election campaign, 1988.

Other Work Experience-

First Interstate Bank of Fargo, July, 1988-present.

*Credit Assistant, March, 1990-present.

*Teller, March, 1989-March, 1990.

*Trust Department File Clerk, July 1988-March, 1989.

American Life and Casualty Insurance Company, Fargo, ND, August 1987-
September, 1988.

*Special Projects Employee, September, 1987-September, 1988.
(assisted in marketing and licensing departments.)

*IBM Mainframe Computer Operator, August-September, 1987.

References-

Patrick J. Davis, Assistant to the Deputy of White House Political
Affairs, (202) 456-7730.

Representative Kevin Goodno, R-Moorhead, Minnesota House of Represent-
atives, (218) 236-9585.

Tim Beaton, Senior Vice President and Trust/Investment Group Manager,
First Interstate Bank of Fargo, (701) 293-2326.

Debra Winkler, Trust Operations Manager, First Interstate Bank,
(701) 293-2304.

Marvin Gerhardson, Moorhead State University Associate Dean of Students,
(218) 236-2011.

Dr. M. Wayne Alexander, Moorhead State University Professor of Marketing,
(218) 236-2011.

THE WHITE HOUSE

WASHINGTON

February 19, 1991

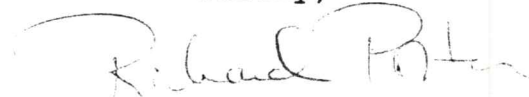
Dear Gary:

Patrick Davis passed along a copy of your resume and mentioned your interest in a position within the Domestic Policy Council.

Your background is impressive, but we have already filled the openings on our staff. I will, of course, keep your resume on file in the event that I hear of an opening elsewhere in the White House. I have also taken the liberty of forwarding your resume to White House Personnel.

Again, thank you for your resume and best of luck in your job search.

Sincerely,



Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Mr. Gary Nygaard
704 20th Avenue S.
Moorhead, MN 56560

cc: Chase Untermeyer
Patrick Davis

February 9, 1991

Dear Richard:

This letter explains the enclosed resume and recommendations for Mr. Gary Nygaard.

Mr. Nygaard is planning a visit to Washington during the first week of March, 1991. He forwarded his resume to me for my review. I have taken the liberty of forwarding to you. It appears that his background and qualifications would be useful to you. I hope that you will give his resume serious consideration and also consider meeting with Mr. Nygaard while he is in the area.

You will find my personal recommendation of Gary in the packet. As you will notice his resume speaks highly of him. This is one prospective employee you can not afford to miss.

Thank you for your consideration. Please feel free to contact me, 202-456-7730, with any other questions about Gary.

Sincerely,



Patrick Davis

Assistant to the Deputy Director,
Office of White House Political Affairs

Mr. Richard Porter
Deputy Assistant Secretary for
Policy Review and Analysis
Main Treasury, Room 3408
1500 Pennsylvania Avenue, N.W.
Washington, DC 20220

SCOTT VINCENT NYSTROM

805 S. Ivy St.
Arlington, Virginia 22204
703 521-8804 (Home)

SUMMARY AND SKILLS

Results-oriented conservative with experience in family businesses and increasingly responsible positions in government. Major strengths & skills include:

- extremely productive
- advocacy
- budget analysis
- collegial & loyal
- issue analysis & management
- legislative tracking

PROFESSIONAL EXPERIENCE

- 1990 to present **Executive Office of the President of the United States**, Office of Management and Budget, Budget Examiner. Education Branch. Review & carry out Administration policies for Department of Education programs.
- 1989 to 1990 **Executive Office of the President of the United States**, Office of Management and Budget, Special Assistant to the Deputy Associate Director. Health and Income Maintenance Division. Organized the review and analysis of proposals for Department of Health and Human Services and Department of Agriculture programs. Managed 5 staff.
- 1987 to 1989 **Executive Office of the President of the United States**, Office of Management and Budget, Deputy Branch Chief. Central Budget Management. Directed 9 staff in executive and congressional budget process tracking. Trained 8 new staff and new branch chief.
- 1984 to 1987 **Executive Office of the President of the United States**, Office of Management and Budget, Budget Analyst. Central Budget Management. Managed decision support system providing senior OMB & White House officials with alternative government-wide budget strategies.
- 1983 to 1984 **City of Albuquerque**
Department of Finance and Management, Management Analyst.
- 1983 **Perlman and Associates Consultants**
Albuquerque, New Mexico. Consultant.

Distinctions include the 1988 OMB Special Performance award, the 1986 OMB Special Performance award, and the 1984 Presidential Management Internship.

EDUCATION

Ph.D. (Expected in 1992). **The George Washington University**, Washington D.C..
Master of Arts. 1983. **The University of New Mexico**, Albuquerque, New Mexico.
Bachelor of Arts. 1980. **Saint Olaf College**, Northfield, Minnesota.

Also teach a graduate level microeconomics laboratory at the GWU on Tuesday nights. Interests include the Presidency, domestic policy, foreign economic policy, bureaucratic politics, & political ideology.

BOOKS AND JOURNAL ARTICLES

Dissertation: Federal Budgetary Entitlements: An Assessment of Statutory Trait Effects on Outlay Growth Rates. Scheduled for defense in September 1991 and completion in February 1992.

"Financial Burdensharing and U.S. Internationalism" (Submitted for publication to Foreign Affairs).

"Bureaucracy in Prehistory: Case Evidence from Mammoth Bone Dwellers on the Russian Steppes", The Administrative State in Ancient History, Ed. by A. Farazmand, (forthcoming in 1992). Co-authored.

"The 1990 Budget Package: Redefining the Debate," Public Budgeting and Finance, Spring 1991. Co-authored.

JAMES M. O'HARE
1597 Colonial Terrace
Arlington, Virginia 22209
703/525-0938

EDUCATION

University of Dallas
Constantine College of Liberal Arts
B.A. Politics (Political Philosophy)

**EDUCATION
ABROAD**

France
International Management studies, University of Dallas Graduate
School of Management, Paris Campus. 8/87 - 12/87

Spain
Liberal Arts studies, Kairos Foundation, San Lorenzo de El Escorial.
8/84

Czechoslovakia
Scholarship, Bohemian cultural studies at Charles (Karlova) University,
Prague. 6/84 - 7/84

Kenya
Student surgical assistant, Flying Doctor Society, Nazareth Hospital,
Nairobi and Limuru. 6/83 - 7/83

Italy
Undergraduate Liberal Arts studies, University of Dallas, Rome
Campus. 1/83 - 5/83

EXPERIENCE

Computer Database Design

Rockwell International Corporation
Manpower, Inc. Corporate Offices of Northern Virginia
Manpower, Inc. (Contract Placement)
Arlington, Virginia 11/90 - Present
Custom design and installation of computer database systems.

Commercial Real Estate Development

Truland Systems Corporation
Manpower, Inc. (Contract Placement)
Arlington, Virginia 11/89 - 10/90

Principal assistant to the Director of Development managing all aspects of development for the Palisades Development Corporation, Fortune Realty, and Independence Limited Partnership. Scope of responsibilities included marketing, zoning, community liaison, and property presentation for prospective tenants and partners for the development of approximately 1,700,000 sq. ft. of mixed-use buildings in Rosslyn, Virginia, and Rockville, Maryland. Daily management responsibilities included tenant relations and build-out/fit-out contract management for the 60,000 sq. ft. Truland Systems headquarters. Developed the Truland Transit Initiative transportation plan for Virginia Square/Ballston corridor and presented to the press at a televised news conference.

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
02. Resume	Re: James M. O'Hare; Personally Identifiable Information redacted. (1 pp.)	n.d.	(b)(6)	

Collection:

Record Group: Bush Presidential Records
Office: Cabinet Affairs, White House Office of
Series: Porter, Richard, Files
Subseries:
WHORM Cat.:
File Location: Resume File [binder] [3]

Date Closed: 7/31/2025	OA/ID Number: 07137-005c
FOIA/SYS Case #: 2025-0878-F	Appeal Case #:
Re-review Case #:	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

RESTRICTION CODES

Freedom of Information Act (FOIA) - [5 U.S.C. 552(b)]

- (b)(1) National security classified information
- (b)(2) Release would disclose internal personnel rules and practices of an agency
- (b)(3) Release would violate a Federal statute
- (b)(4) Release would disclose trade secrets or confidential or financial information
- (b)(6) Release would constitute a clearly unwarranted invasion of personal privacy
- (b)(7) Release would disclose information compiled for law enforcement purposes
- (b)(8) Release would disclose information concerning the regulation of financial institutions
- (b)(9) Release would disclose geological or geophysical information concerning wells

Deed of Gift Restrictions

- C(1) Closed by Executive Order 13526, governing access to national security information
- C(2) Closed by statute or by the agency which originated the information
- C(3) Closed in accordance with restrictions contained in donor's deed of gift [formerly listed as only C]
- PRM. Removed as a personal record misfile

Presidential Records Act - [44 U.S.C. 2204(a)]

- P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]

JAMES M. O'HARE
Page 2

Ranch Property Development

San Bernardo Ranch
Colorado and Duval Counties of Texas 6/88 - 10/89

Development of partnerships to purchase and improve ranch, oil and natural gas properties.

Commercial Television Production

Import/Export Market Research

Property Supervision

Rome, Italy 2/87 - 7/87

Activities included participation in commercial television production, researching regulations and economic feasibility of finished garment export from Italy to the United States, and the supervision of small rental property.

Presidential Correspondence Analyst

The White House
Washington, D.C. 7/85 - 8/86

Responsible for the evaluation and processing of Presidential correspondence for final disposition on the President's behalf.

Presidential Advance Volunteer

The White House
Washington, D.C. 10/85 - 12/88

Responsible for coordinating the efforts of various White House offices and local participants for the President's public activities. Travel required.

Vice Presidential Advance Volunteer

The White House
Washington, D.C. 10/90 - 11/90

Responsible for coordinating the efforts of various White House offices and local participants for the Vice President's public activities. Travel required.

COMPUTER SKILLS

Working knowledge of dBASE III PLUS, LOTUS 1-2-3, MSWORD, WordPerfect 5.0/5.1, and many Apple Macintosh software programs. Limited programming knowledge in PASCAL and BASIC.

PERSONAL

(b) (6)

Single.
Excellent health.
References available upon request.

THE WHITE HOUSE

WASHINGTON

February 5, 1991

Dear Mr. O'Hare:

Thank you for your interest in the position of Associate Director and Deputy Executive Secretary to the Domestic Policy Council.

Your background and breadth of experience are indeed impressive. Unfortunately, in considering the requirements of this position, your name was not selected as one of the handful of possible candidates. However, we will keep your resume on file in the event we should hear of another position for which you might be better suited.

Again, thank you for submitting your resume and best of luck in your job search.

Sincerely,

A handwritten signature in cursive script, appearing to read "Richard W. Porter".

Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Mr. James M. O'Hare
1597 Colonial Terrace
Arlington, VA 22209

3003 Van Ness St., N.W.
Apt. South 607
Washington D.C. 20008

WANDA PAN

(202) 363-7655 (H)
(703) 694-4660

EDUCATION

MASTER OF PUBLIC ADMINISTRATION, University of Southern California (USC), 1987. Emphasis is in Intergovernmental Management.

INTERNATIONAL COMMUNICATIONS ABROAD PROGRAM, USC, Summer, 1985. On location studies of various international public relations/communication firms in Europe.

BACHELOR OF ARTS, USC, 1985. International Relations. Emphasis in Strategic Defense and Soviet/East Asian Affairs.

LANGUAGE

Verbal and written fluency in Cantonese and Mandarin Chinese.

EXPERIENCE

*Congressional Affairs/
Speechwriter*

OFFICE OF THE SECRETARY OF DEFENSE, SPECIAL OPERATIONS AND LOW INTENSITY CONFLICT. *Congressional Affairs/Speechwriter.* Coordinated, monitored, tracked, and reported on all SO/LIC related hearings/briefings. Provided the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict (ASD(SO/LIC)) with congressional updates, discussions, and summaries. Served as the OASD(SO/LIC) legislative liaison. Wrote speeches for the Assistant Secretary of Defense. Feb.-1990-present.

*Long Range
Planning*

DEPARTMENT OF DEFENSE, INSPECTOR GENERAL, Analysis and External Coordination. *Management Analyst.* Coordinated various long-range studies dealing with retirement and reorganization of the agency for internal use. Studies were used for analyzing retirement alternatives for hiring policies. Nov. 1989-Jan. 1990.

Special Assistant

DEPARTMENT OF DEFENSE, INSPECTOR GENERAL, Assistant to the Inspector General. Prepared speeches, wrote correspondence, articles, and coordinated on various issues pertaining to the IG. Sept.-Oct 1989.

Political/Military

OFFICE OF THE SECRETARY OF DEFENSE, INTERNATIONAL SECURITY AFFAIRS, African Region, Foreign Affairs Analyst. Prepared an in-depth study on the scope of Soviet influence in Africa (diplomatic, economic, and military). Performed a regional comparison study of security assistance programs between Africa and Latin America. Reported on the effectiveness of DoD language labs in Africa. Coordinated and developed a reference guide on strategic minerals from South Africa. May-Aug. 1989.

*Conflict
Resolution and
Mediation*

DEPARTMENT OF DEFENSE, INSPECTOR GENERAL, Internal and GAO Audit Followup. *Reports Analyst.* Analyzed DoD actions on GAO reports to determine DoD responsiveness. Tracked and analyzed new report referrals from the DoD/IG and GAO. Mediated conflicts between GAO and DoD and built consensus on disputed GAO reports. Analyzed proposed DoD Directives to determine conformity to DoD/IG requirements. Prepared Congressional testimony for the Inspector General. Jan.-April, 1989.

*Interagency
Facilitator*

DEPARTMENT OF DEFENSE, INSPECTOR GENERAL; GAO Review/Analysis. *GAO Reviews Analyst.* Coordinated new GAO audits/reviews with Assistant/Under Secretaries of Defense. Facilitated

working sessions between DoD and GAO officials, assisted DoD and GAO in establishing parameters for audits/reviews. Analyzed and reported on GAO actions and issue in areas of interest to DoD officials. Monitored case status of GAO reviews. Sept.-Dec. 1988.

am
Analysis

US GENERAL ACCOUNTING OFFICE, Los Angeles Regional Office, *Program Evaluator*. Assisted in the research, analysis, and preparation of a GAO Report to Congress on local, state, and federal efforts in implementing the McKinney Homeless Assistance Act. Produced GAO Report Summaries and discussion/briefing papers. Special responsibilities included the preparation of a GAO Report chapter to Congress and supervising a CO-OP Evaluator. Sept. 1987-June 1988.

Program
Analysis

US GENERAL ACCOUNTING OFFICE, Los Angeles Regional Office, *Program Evaluator*. Assisted in the preparation of a GAO Report to Congress on the quality of treatment of hazardous waste. Analyzed data from state reviews on hazardous waste facilities. Report was used by Congress to improve the quality of hazardous waste inspections. Feb.-Sept. 1987.

International
Trade

US GENERAL ACCOUNTING OFFICE, National Security and International Trade and Economics Division (Washington, DC), *Graduate Assistant*. Assisted in the research and analysis of emerging U.S. free trade negotiation issues with Israel and problems that have arisen since the implementation of a free trade agreement. September-December, 1986.

Housing
Analyst

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT, STATE OF CALIFORNIA, Sacramento. *Graduate Assistant*. Provided staff support to California's grant program for homeless shelter providers. Assisted in the evaluation of providers' grant proposals and grant determination process. Performed budget analysis and researched on homeless legislation. Jan.-Aug. 1986.

Legislative
Research

PUBLIC AFFAIRS INFORMATION, INC., Sacramento. *Research Assistant*. Researched and documented the legislative session, and committee hearing dates on all fifty states. Information was used by lobbyists for their analysis of legislations. Sept.-Dec. 1985.

Program
Coordinator

CALIFORNIA MUSEUM OF SCIENCE AND INDUSTRY, STATE OF CALIFORNIA, Los Angeles. *Assistant Registrar*. Coordinated science workshop programs for the Los Angeles area children. Nov. 1983-July, 1985.

Administrative
Assistant

SIGMA SYSTEMS, INC., Los Angeles. *Administrative Assistant*. Processed various marketing documents and reports for a firm engaged in producing financial software. Aug.-Oct. 1983.

Legislative
Analyst

SENATE REPUBLICAN CAUCUS, Sacramento. *Legislative Intern*. Prepared newspaper columns on current public policy issues to be used by Republican State Senate members. Analyzed legislation pertaining to government operations. Jan.-April, 1983.

ASSOCIATION PARTICIPATION

PRESIDENTIAL MANAGEMENT INTERN PROGRAM, Class of 1988

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

LOS ANGELES WORLD TRADE COUNCIL

UNIVERSITY OF SOUTHERN CALIFORNIA ALUMNI ASSOCIATION

U.S. DEPARTMENT OF LABOR
DEPUTY UNDER SECRETARY
INTERNATIONAL AFFAIRS

JAN 15 1991

Mr. Richard W. Porter
Special Assistant to the President
and Executive Secretary
Old Executive Office Building
Washington, D.C. 20500

Dear Richard:

I enclose for your information the
resume of Ms. Wanda Pan who is
currently at the Department of Defense
as a Presidential Management Intern.

If you are interested in speaking with
Ms. Pan, she can be reached at 703/
614-4728.

Sincerely,

Shellyn
Shellyn Gae McCaffrey

Enclosure

*Richard,
Wanda is interested
in serving on your
staff for some
period of time.*

THE WHITE HOUSE

WASHINGTON

February 19, 1991

Dear Wanda:

Shellyn McCaffrey passed along a copy of your resume and mentioned your interest in a position within the Domestic Policy Council.

Your background is impressive, but we have already filled the openings on our staff. I will, of course, keep your resume on file in the event that I hear of an opening elsewhere in the White House. I have also taken the liberty of forwarding your resume to White House Personnel.

Again, thank you for your resume and best of luck in your job search.

Sincerely,



Richard W. Porter
Special Assistant to the President
and Executive Secretary
Domestic Policy Council

Ms. Wanda Pan
3003 Van Ness Street, NW
Apartment 607
Washington, DC 20008

cc: Chase Untermeyer
Shellyn McCaffrey